



**FREESTYLE  
BC** 



**BOARD OF DIRECTORS:  
GOVERNANCE MANUAL**

JANUARY 2024

## Contents

INTRODUCTION .....	3
BEING A BOARD DIRECTOR .....	4
<b>Becoming a Director</b> .....	4
THE BOARD .....	6
<b>Purpose of the Board of Directors</b> .....	7
<b>Structure of the Board</b> .....	7
BUILDING A FOUNDATION .....	8
<b>Constitution</b> .....	8
<b>Bylaws</b> .....	8
<b>Mission Statements</b> .....	8
<b>Policies</b> .....	9
<b>Altering Bylaws or Policy:</b> .....	10
<b>Operating Plans</b> .....	10
RIGHTS AND DUTIES OF BOARD MEMBERS .....	12
<b>Rights of Board Members</b> .....	12
<b>Duties of Board Members</b> .....	12
<b>To be loyal to the organization by</b> .....	13
<b>Member Meetings</b> .....	13
<b>Director Meetings</b> .....	15
MANAGING LIABILITY.....	17
<b>Risk Management and Limiting Liability</b> .....	18
<b>Insurance and Sanctioning</b> .....	19
MANAGING THE TEAM.....	23
<b>Hiring Employees and Engaging Volunteers</b> .....	23
<b>Coaches</b> .....	24
<b>Board Members</b> .....	27
<b>Resort/Facility Relations:</b> .....	27
FUNDING AND FINANCIAL ACCOUNTABILITY .....	29
<b>Understanding how your Organization is Funded</b> .....	29
<b>Fiscal Responsibility and Financial Accountability</b> .....	30
LEAVING THE BOARD OF DIRECTORS .....	32
APPENDIX A.....	33
<b>CONSENT TO ACT AS DIRECTOR</b> .....	33

APPENDIX B .....	34
Orientation and Training Checklist for New Board Members .....	34
APPENDIX C .....	35
Sample – Board Structure .....	35
APPENDIX D .....	37
Sample Role Descriptions .....	37
APPENDIX E .....	43
Model Bylaws .....	43
APPENDIX F .....	48
Changes to the Societies Act .....	48
APPENDIX G .....	51
SAMPLE STRATEGIC PLANNING TEMPLATE .....	51
APPENDIX H .....	59
CONFIDENTIAL INFORMATION & INTELLECTUAL PROPERTY POLICY: .....	59
CONFLICT OF INTEREST POLICY: .....	61
PRIVACY POLICY .....	63
APPENDIX I .....	67
Sample Board Road Map for Operating Year .....	67
APPENDIX J .....	71
SOCIETIES ACT REQUIREMENTS: .....	71
APPENDIX K .....	74
Proof of Permission to Operate at Ski Resort .....	74
APPENDIX L .....	75
Orientation and Training Checklist for a New Coach .....	75
APPENDIX M .....	76
Sample - Coach Qualification Tracking .....	76

# Introduction

Not-for-profit organizations rely on the support of volunteer board members to provide the overall management for the organization.

Although each freestyle club may have different board models, by-laws and challenges, all board members share a duty to support the organization and to take the time to fully understand their role within their organization.

This guide is intended for people who are getting involved as a member of a board of directors for a local freestyle organization and for those who are already sitting on a board who feel they need more information about their role, responsibilities, and governance of the board. This guide will provide an overview of some of the things to consider and questions that will help you gather information relevant to a Local Sport Organization like your freestyle club.

Additional information, support, workshops, and/or facilitation are available for your Board. Just contact Freestyle BC through your club president

## ***Board Governance and Operations Series***

The Board Manual and Workshop

The Club Manual and Workshop

Building a Strategic Plan

Board, Officer, and Coach development and succession

Running an Effective Board: Mentoring and Education Services

# Being a Board Director

There are many good reasons to join the board of directors for a non-profit organization. Quite often youth sport organizations see parents of young athletes wanting to get involved. Sitting on a board of directors gives you the opportunity to lend your support and to help shape the programs and policies of the organization. It should not be viewed or used as a position to influence your child's athletic career.

There are some personal benefits to getting involved with an organization's board of directors. It is an excellent way to get involved in your community and it can provide valuable experience and skills as well as the opportunity to work with individuals you may not otherwise connect with in your personal or professional life. The athletes are making friends for life in your club, you might also.

The selection process for new board members may vary from one organization to another. Board members may be appointed, elected, or recruited for specific experience or skills. Generally, organizations want to have a board with a variety of skills and experience. It is this balance that helps the board to make informed decisions about the operations of the organization. While some boards have requirements or screening practices, for many organizations becoming a member of the board of directors requires no specific training or professional qualifications. Accepting a position on a board means making a commitment to the organization and understanding your obligations and potential liabilities. It is wise to be fully informed about the role and responsibilities you will be assuming.

## Becoming a Director

The Societies Act of BC allows for directors to be appointed by the board or elected. A third option is the designation of a director due to their position or influence. This designation principle is rare but can exist. A non-profit's bylaws will outline how each of these processes works in terms of who can be a director and how.

Regardless of how someone becomes a director there are a few key pieces boards need to keep together. Firstly, the eligibility of someone to be a director. The Act simply states:

- Directors have to be 18 years of age.
- Directors cannot have been found by any court to be:
- Incapable of managing their own affairs
- Be undischarged and bankrupt.
- Be convicted of an offence in connection with promotion, formation or management of a corporation or unincorporated entity, or of an offence involving fraud.

*NOTE: A club's bylaws may have additional requirements as might a provincial or federal regulator or sport organization. A club's bylaws may have to be revised from time to time to meet new standards.*

Another board responsibility is ensuring new directors' consent to becoming a director. This consent must be given verbally or written and recorded in official meeting minutes. A great practice is to use a Consent to Act as a Director Form. **(see Appendix A)** This form indicates that a director discloses their qualification as well as their acceptance to be a director.

Keeping a board full of qualified, motivated, and supportive people is not always an easy task. These are volunteer positions that require time and energy that not everyone can afford.

Therefore, a board should constantly be in recruitment mode, looking for their next director. Some helpful suggestions are:

- Seek nominations for board vacancies well in advance of an election.



- Create a nomination committee that is responsible for finding new nominees, bringing forward appointments, and onboarding new directors.
- Include election dates, board vacancies, and board role descriptions in the communication calendar list. Keep members informed.

Some key areas to consider:

### **Time Commitments**

It is important to understand how much of your time you will be expected to donate to the organization. Consider your availability and be realistic about the time you can commit to the organization.

### **Management and Oversight of the Organization**

Different organizations have different levels of board involvement in the day-to-day management and oversight of staff and programming. Understanding the board's role can help you assess the time and duties you will be undertaking. Some boards have strictly strategic and operational oversight and utilize paid or unpaid staff or volunteers to carry out the operations of the club. However, some boards use their own skills and experiences, either on their own or within a committee, to manage the day-to-day operations of the club. Some clubs may use a hybrid model.

### **Term Lengths**

There are benefits to having long-serving board members, however, having new board members can bring a fresh perspective and new energy to an organization. Knowing how long the organization will expect you to serve on the board may affect your decision. It is a requirement in BC to set term lengths or limits. This is a good requirement. Boards should consider the appropriate length of a term and ensure it is known. It is also good practice to stagger the start of terms, so boards do not experience a mass exodus in a single year.

**For more information:**

BC Societies Act

[Societies Act \(gov.bc.ca\)](http://gov.bc.ca)

# The Board

New members of the board will need to have some background information to help make good decisions. They will need to understand the mandate and purpose of the organization and the rules set out in the governing documents. A short orientation for new board members is a great way to accomplish this. It can help manage expectations, provide valuable background information, and limit liability by ensuring everyone is aware of their responsibilities. **(see Appendix B for Board Orientation checklist)**

## Non-Profit and Registered Charity Status

Before a Board begins to make key decisions, they should know what type of entity they are and what options might exist for them to be. The terms non-profit and not-for-profit both refer to organizations that exist for a purpose other than to make money for the organization's stakeholders. Provincial and federal legislation or individual organizations may prefer the use of one term over the other but there is no difference in the legal status. But what type of non-profits exist out there?

### Unincorporated non-profit /volunteer association

People who share a common goal may create an informal non-profit group to help them coordinate their efforts. These groups may be formed for a single, short-term goal or may operate on a small scale. In these structures members have decided they do not need the formal structure or protections of incorporation. Boards for these organizations are typically small, with little formal structure, where the directors are the primary "doers" of the organization's purpose.

Despite the informal structure of these types of organizations there are obligations under the **Income Tax Act**. These may include filing an annual income tax return or information return to the Canada Revenue Agency (CRA). Typically, this becomes an issue when the organization begins hiring staff, accumulating assets, or collecting money from investments or property.

### Incorporated non-profit organization

Incorporation is the process which makes the organization a legal entity. This means that the organization can own assets, enter contracts, etc. Incorporation as a non-profit means that any profit the organization makes must be spent on the programs or goals of the organization. Incorporation may also provide protection for board members in the case of a lawsuit against the organization.

Incorporated non-profit organizations must apply for incorporated status under federal or provincial laws. Incorporated organizations have an officially registered corporate name. Incorporated organizations have requirements to file information returns and/or audited statements with Industry Canada or the provincial government department which has incorporated them.

Most youth sport organizations operate as Incorporated non-profits.

### Registered charity

Registered Charities are incorporated non-profit organizations that have applied for and received charity status under the Income Tax Act. This status allows charities to issue official tax receipts to their donors and to receive a rebate on the taxes they pay. There are also only four purposes the CRA.

accepts for charities: advancement of education; relief of poverty; advancement of religion; or other purposes beneficial to the community (e.g., health, environment).

## Purpose of the Board of Directors

As a governing body, nonprofit boards of directors focus on the organization's mission. Their primary duties are working on strategy, setting goals and objectives, overseeing programs and activities, and actively managing risks. Additionally, the board is also responsible for the selection, evaluation and if necessary, replacing of staff. The board members work to represent the member's interest as best they can and act as the legal voice of the club. The board is at the top of the organizational structure and ultimately responsible for the oversight and strategic direction of the organization.

## Structure of the Board

A Board's structure should be based on need. A club can operate with minimal formal positions, or choose to add titles, officers, and/or committee heads to help the board stay accountable to multiple responsibilities from both a governance and operational perspective. This is especially necessary if you do not have employees to take on operational management. A simple structure might include directors with one or more of the responsibilities below: **(see Appendix C for a sample structure and role responsibilities)**

- President/Chair
- Vice President/Vice Chair
- Registrar/Secretary
- Treasurer
- Sub-Committee heads
- Facilities
- Coaching
- Fundraising

It is not completely uncommon in some multi-level societies, like youth sport organizations, to see policies or procedures that mandate board composition and training. It is advised that the board stay in tune with Freestyle BC for possible board governance restrictions, mandatory training, and/or registration and insurance requirements.

## Role Description

It goes without much explanation that Directors are expected to attend Board meetings, participate in the strategic direction, and oversight of the club, and take an active role in ensuring the operations of the organization are completed. A club may have additional expectations of their board members that should be shared and known to those on the board or wanting to join the board. In addition, as noted above, it is advantageous to distribute the boards workload to individuals or committees. This distribution will also create additional duties and expectations that should be shared.

A Board may informally communicate the duties and expectations of a board member to their team. However, the best practice is to have written role descriptions for all formal positions on the board, so everyone involved is clear about their responsibilities and expectations. Even if the only position is Director at Large.

Role Descriptions are not a task list. They are an overview of what the role is responsible for as it pertains to the board, club, and members. **(see Appendix D for sample role descriptions)**



# Building a Foundation

No matter the type of non-profit organization an entity is, the formation of it is founded from an identified purpose. This foundational purpose sets in motion the actions of the Board, the officers, the staff, the volunteers, etc.

## Constitution

A non-profit's constitution is one of the two foundational documents that are required in order for a non-profit to incorporate. The constitution sets out:

- the name of the non-profit, and
- the purposes of the non-profit

This document states the reason for the non-profit to exist. While this document is not very operationally useful, it can keep an organization and board grounded to why they are there. A copy of the Constitution should be on file and available for directors and members to see. You can view a copy of Freestyle BC's Constitution here: [Constitution - Freestyle BC](#)

## Bylaws

The bylaws (second foundational document) are the rules which an organization has set for itself.

The bylaws typically contain information about the board such as:

- how board members are selected,
- how the board conducts its meetings,
- how officers are selected,
- terms and term limits
- committees
- liability

Check out Freestyle BC's bylaws here: [Freestyle BC - Bylaws](#)

Bylaws are the rules for governing and operating the club. Many non-profits use the model bylaws provided in the Societies Act. **(see Appendix E for sample Bylaws)** However, it is recommended that new clubs review this template and seek guidance before just accepting it as is. It is also recommended that existing clubs review their bylaws on some regular frequency and look for positive changes when needed. Lastly, boards should also keep informed on changes to the Societies Act that might impact requirements within a non-profit's bylaws. **(see Appendix F for May 2023 Society Act changes)**

## Mission Statements

An organization's mission statement is a precise short description of why it exists, what its overall purpose is, for who, where, and how. Depending on the detail of the club's Constitution it could be very similar. The key is that anyone who reads it should be clear about what the club is, what it does, for who, and why.

The club's mission statement is important to keep in mind when making decisions as part of the board as it represents the core purpose of your organization. It may contain information about the goals you wish to achieve, the way in which you will achieve them and the athlete you hope to develop. The statement can become the backbone of your long-term plans and the glue that keeps the Board focused on execution. If your club does not have a mission it is advised to build one. Reach out to Freestyle BC for support and facilitations on developing a mission statement and building a Strategic Plan for your club. **(see Appendix G for Strat Plan template)**

## Policies

A club's policies provide written instructions on the rules to which it expects directors, employees, coaches, contractors, and members to follow. Having carefully written policies can help an organization meet various legal requirements and ensure that operations and finances are well managed.

Some of these policies may be intended to specifically guide a Board of Directors. These policies and the club's Bylaws should be key orientation topics for new board members and easily referenced when required. Some examples of policies that may apply more directly to board members are Privacy Policy, Confidentiality Policy, or a Conflict-of-Interest Policy. **(see samples of these policies in Appendix H)**

The board of directors is responsible for the oversight of the organization. To do this the board needs to operate in a functional manner where thoughts and ideas can be shared in a safe and productive setting. Board policies should support this process while protecting the best interests of the club.

Policies will be different for every organization; your organization may have policies to deal with a number of employee, volunteer, financial or operational issues. As a Board keep your mission and club culture in mind when setting policy. Policy should support your culture and values. It should seek compliance and empowerment of your members without becoming restrictive and time-consuming to manage. Start with the bare necessities and add policy when the need presents itself. Also note that some policies and procedures are required by the PSO or NSO. Adoption of these policies could be mandatory with some discretion on wording and application. Some may not.

Club Policy is not an easy topic and quite often can be a source of stress for Boards. Especially the application and enforcement of it. Educate your employees, contractors, and members on the policies and why they are there. Members should have access to them in a fair and manageable manner. When the entire organization knows and understands the rules of engagement and holds themselves accountable to them, the board can focus time and energy elsewhere. In some cases, it is a good practice to have a Policy Committee on the board that is responsible for policy review, application, and revision recommendations. Check out the **sample Club Manual** on the Freestyle BC website for an idea of what your policy and procedure suite could look like.

[Club Manual 2019 \(freestylebc.ski\)](http://freestylebc.ski)

### Policy Options:

As noted Bylaws, Policy, and Procedures are required to help set the rules for the Board and the Club. It is a board responsibility to review, revise, and create policy as required. Below are some other policy suggestions that your board may consider. Also, check out the Sample Club Manual located on the Freestyle BC website.

#### Policy Ideas:

- Payment of fees, late fees, or prorated fees
- Financial Aid Availability
- Club Sponsorships, Branding and Marketing standards
- Concussion Management Procedures
- Parent/Observer Policy
- Equipment and Attire Expectations
- Accident/Incident Reporting

- Attendance Requirements
- Parent Conferences
- Travel Policies
- Club/Board Reimbursement Policy

All policy conversations should keep existing policy in mind so that duplication or overlap of policy scope is avoided. The Freestyle Canada Safe Sport Policy Suite cannot be modified or minimized through club policy. It is the board's responsibility to ensure that all mandated policies are in place and communicated as they are written from the originator.

### Altering Bylaws or Policy:

Bylaws and Policy can be changed and should not be viewed as barriers to progress if they become so. Changing board or club policy can be as simple as presenting a motion at a board meeting and having it pass through normal decision-making process. While it is likely a good practice to survey or seek feedback from membership when making policy changes, it is not necessary.

Changing the Club's Bylaws is also within the ability of the board. Bylaws can be changed at any meeting of the members by Special Resolution. Special Resolutions, like bylaw changes, director

removals, and member discipline issues, must be included in the Notice of Meeting and cannot be changed once the notice is sent out. Nor can these items be raised from the floor at the meeting. However, if proper notice is given, a change in bylaws can go to vote at the members meeting.

**NOTE: Special Resolutions require a minimum of 2/3rds majority. Check your existing bylaws to see if this minimum threshold is higher.**

Once the new bylaws have passed, the Club must file the changes with the Registrar. This is called a Bylaw Alteration Application. The new bylaws come into effect once this application is made. The registrar will send the Club a certified copy of the updated bylaws.

### Operating Plans

A club's Mission is their purpose and a club's Vision is where they want to take the club.... where they want to go. Your "Plan" is how you are going to get there. As noted earlier, a best practice is to have a Strategic Plan that maps out the club's goals and actions for the next 3 to 5 years. Goals and actions within a Strategic Plan may not contain a lot of detail but they are clear and supported by the board.

The more critical and common plan to have in place is an Annual Operating plan. This is a map of the goals and the actions to achieve those goals for the next 12 months. This is a detailed plan and once put in place should be the backbone of the "checklists" needed to ensure everything that needs to get done is getting done. Annual operating plans get into who is doing what by when, level of detail. They may be adjusted monthly but for the most part they are your task list. The nice thing about these plans is that they don't change very much year over year. So once a strong plan is established maintaining or adding to that plan becomes less of a Board challenge.

Building strong plans should not be taken lightly. Getting a team together and aligning on what to achieve and how to achieve it, is not easy. Boards should create an event to build Strategic and Annual plans. Set aside specific time, without other agenda items, to focus on building a clean, clear, and fully supported plan. Seeking facilitation assistance is a great option if it is available within the

means of the club.

### Board Responsibility Schedules

Executing an operational plan becomes the work of many and all that work is a board responsibility. When it comes to governance and operational oversight a Board of Directors can

accumulate quite a few responsibilities, communications, and tasks that need to get done. Add to this the fact that the board is typically made up of volunteers with careers and families to take care of, and suddenly managing a non-profit becomes complicated.

Staying on top of the legal operational responsibilities of the club will relieve this pressure. A best practice is for the board to build and maintain a Responsibility Schedule. It is the creativity of the board to create something that works for them, but the idea is to lay out the board's key responsibilities and put them into a calendar or some sort of schedule for completion/execution.

This plan can be as detailed or simple as the board wishes, but key legal responsibilities that lie within the Act are something that could form the foundation of the schedule. **(see Appendix I for a sample Board Responsibility Schedule)**

Responsibility Schedules, or similar tools, are very common. Not only do they help the board

execute their annual and strategic plan, but they become an orientation tool for new board members or staff. From a pure governance perspective, the schedule will keep the board compliant communicating to members, hosting AGMs, submitting financials, etc. From an operational perspective they allow the board to be proactive in delivering on the club's constitutional purpose and strategic plan.

### The Financials

Board members should be fully informed about the organization's finances. How the board wants to complete this responsibility is up to them, however, having a crisp process that provides the Board with a clear understanding of their past, current, and possible future financial position is a foundational piece that should not be ignored. It cannot be understated how critical this task is so the Board can move quickly on operational details and provide the best service members deserve so as not to get bogged down in uncertainty and doubt about how they are doing fiscally. Be curious, ask questions, challenge the status quo, and be vigilant. But try not to be consumed by it. Find a reporting process that you can trust and get good at using it.

### Minutes

Board meeting minutes are a foundational tool that not only keeps it on track but becomes the record of performance, review, revision, and new action. It is an asset of the board to have great meeting minutes that the board can refer to, if necessary, the thoughts, opinions, and decisions of the board. As a board it is strongly advised to have a solid process for creating and storing meeting minutes.



# Rights and Duties of Board Members

Board members are charged with making important decisions and carrying the responsibility for the actions of the organization. It is important that they have access to information about the organization and the right to have input into the decisions made.

The following are some of the rights given to board members to help them carry out their role in supporting the organization.

## Rights of Board Members

### Access to resources and files

Making an informed decision requires access to current and historical information about the organization. A board member has the right to access the records and resources of the organization to carry out their work. Items may include Meeting minutes, financials, complaints, programming, registrars, etc.

### Notice of meetings

Board members are entitled to reasonable notice of an upcoming meeting. The organization's bylaws should clearly outline how much advance notice is required for a member meeting and the procedure for an emergency meeting if necessary. Board meetings should be agreed upon dates with accommodating locations for all board members.

### Right to attend meetings

Board members have the right to attend meetings unless there is a conflict of interest. Attendance at meetings is essential for understanding current issues and sharing opinions. If you are unable to attend a meeting you are entitled to copies of the minutes or any other documents from that meeting. If you have a conflict of interest, you may be required to leave a meeting while the board deals with a particular issue.

### Right to vote

Your vote on board decisions is important. It is your say in how the organization is managed.

### Right to review and approve minutes.

The minutes form the record of board decisions. You have the right to review minutes and to vote on their approval. It is important that accurate minutes be kept. Finding a person who can take accurate and reliable meeting minutes is important.

### Introducing new business or raising concerns

As a board member you have a duty to bring forward relevant issues for discussion. You have the right to suggest agenda items and to have the opportunity to speak at meetings of the board.

## Duties of Board Members

The right to make decisions and have access to information is given to board members with the requirement that they exercise these powers to benefit the organization and in accordance with the law. The following are the basic obligations board members have to the organization they serve.



### To take care in your work by:

- acting in the best interests of the organization
- performing all tasks with diligence, care and skill
- gathering all the information you need to make informed decisions about the issues at hand.
- acting responsibly when making decisions or acting on behalf of the organization
- avoiding negligent or careless acts
- taking reasonable steps to foresee and manage risks to the organization or others.

### To be loyal to the organization by:

- putting the organization's interests ahead of your own
- avoiding conflict of interest
- keeping appropriate information confidential.

### To obey laws, bylaws and regulations by

- learning about the laws, bylaws and regulations that impact your organization.
- reading and asking questions to ensure you are complying with the organization's governing documents.
- ensuring the organization's governing documents are current and accurate.
- ensuring the organization is obeying provincial and federal regulations and laws.

While many of these duties appear to be common sense, it is important that you keep these obligations in mind when acting as a director within the organization. It is easy to get caught up in the management of the club and to forget about your personal liability.

Individual board members have power, rights, and duties as a part of the board of directors. However, the board is all about teamwork. The business decisions can only be carried out at a meeting of the board for which board members have received notice, there are an appropriate number of board members present (quorum), and a majority vote. So being informed and present is paramount.

It is possible for the board to appoint or authorize individual members or committees to conduct business for a specific purpose on behalf of the board, but this is a team decision to do so, and not a transfer of responsibility.

## Member Meetings

The *Societies Act* requires that non-profits hold an annual general meeting (AGM) once every calendar year. The best practice is for non-profits to hold their AGM on a date that falls within six months following the last day of the non-profit's financial year. This aids in meeting the requirement of approving financial statements within the six-month time frame. Choosing a date that aligns with the end of a programming season is also helpful, as it keeps previous years' activities separate for discussion and review.

If you are having board elections at the AGM a date that does not conflict with programming also helps with board succession. Having new board members inserted into the middle of a busy club schedule may not be the most ideal situation. Also, if the fiscal year-end does not fit well into the club's annual programming/operations schedule, it can be changed. The process requires some additional financial reporting but the effort might be worth it so the club can communicate, prepare, and host an AGM at a time that fits better with the rest of the Board's responsibilities. **(see Appendix J for AGM Checklist)**

### What activities need to happen at the AGM?

Legally speaking, the club's financial statements must be presented, and the members must vote to accept financial statements and, if the non-profit has an auditor, the auditor's report. The club must also deal with any matters that are required to be dealt with at an AGM per their bylaws. For example, many bylaws state that director elections must occur at the AGM. However, these minimum requirements do not limit what the club *may* do at an AGM. For example, some non-profits use AGMs to gain member input, conduct year-end reviews, conduct volunteer development, or do strategic planning for the upcoming year.

Members can also submit proposals as per section 81 of the *Societies Act*. Section 81 states that if a non-profit receives a member proposal at least 7 days before the AGM notice is sent, the non-profit must include with the notice, the proposal, the names of the members submitting the proposal, and a statement of support if requested. The *Societies Act* does not explicitly require the proposal to be on the agenda, nor does it require the members to vote on the proposal. However, given the ambiguity of the statutory language regarding member proposals, whether or not the proposal must be discussed at the meeting is something the club may want to review with a lawyer.

### Other general meetings

Additional general meetings can be called by the directors of the club at any time, or they can be requested by the membership through a requisition. Director scheduled general meetings follow the same notification and communication process as the AGM. Member requested general meetings are done so through a requisition process. Refer to the [Societies Act of BC section 75](#) and your club's Bylaws to understand what this threshold is for your club and what details the requisition must contain.

Special meetings could be held for a variety of reasons but are generally called when a club is faced with a decision that requires member input and waiting for the AGM is not an efficient option.

### Electronic Meetings

Allowing members to attend general meetings electronically or by telephone is considered in section 83 of the *Societies Act* and may also be addressed in the club's bylaws. For the most part members are permitted to attend by this method unless explicitly prohibited in the bylaws. As a club you are not required to "provide any facility" to allow or help with the use of electronic communication devices. Of course, if the club chooses to have an electronic meeting, i.e., Zoom, then it must "facilitate participation" by this method.

### The Voting Process

Assuming the member meeting has a quorum, a resolution on the agenda may require a vote. All members of a society have the right to vote unless, under the bylaws, they are part of a member class that does not have that right. Bylaws may also define a "voting member" where a club might have more than one family member in the club or at the general meeting. A "voting member" only has one vote. Refer to section 84 of the *Societies Act* for more information on voting options and restrictions.

If the meeting is to involve a member vote on a particular issue the board needs to decide if the resolution sought is "ordinary" or "special". Refer to the *Societies Act* of BC section 78 and your club's Bylaws for information on what resolutions are deemed "special" and what the required notifications are to your members.

It is helpful to be prepared for voting in advance of the general meeting. Decide how the vote will be conducted, by show of hands or by ballot. Communicate to the members in advance how votes will be conducted and what decisions on the agenda will be by vote. Ensure that you have an accurate attendance list and can easily calculate the threshold for the resolution to pass or fail.

## Director Meetings

The Societies Act of BC does not stipulate how or when a Board of Directors must meet but the bylaws might so be sure to follow the appropriate rules. Notice of the meetings and the way they are held must be consistent and made available to all board members. All board members should have notification of Director Meetings and given a fair opportunity to attend. Director meetings can be held electronically unless bylaws stipulate otherwise.

Resolutions passed by directors are typically done so by vote at a directors meeting with a proper quorum present. Resolutions can be passed without a meeting of the directors through written consent. Club specific bylaws may be applicable here. Do not take the process of passing a resolution lightly. Directors are liable for these decisions. In most cases it is the responsibility of the director to ensure they are making decisions based on accurate information. It is best practice to not vote or give consent to resolutions that the board is unsure about the consequences or legality of the resolution.

It is not necessary to follow a formal process for Director Meetings such as “Robert’s Rules”. However, a formal process such as “Robert’s Rules” will help ensure motions are presented and passed as bylaws prescribe. Presenting and passing motions should not be a cumbersome process. What is essential is that the Board makes decisions with a majority favour and records such decisions in the minutes. A record (minutes) of Director Meetings should be kept that accurately captures the key discussions and outcomes of the resolutions, as well as a list of the directors present.

## Communication

Communication from the club to athletes, families, coaches, and other stakeholders is a critical piece of the Board's responsibilities. Good communication strategies and execution can reduce the board's administrative workload substantively. Although most communication is not "required" by the act it can be considered essential to fulfill the board's responsibility of managing the organization's operations.

How a club communicates with its members is a club decision. There are different methods and depending on the size of a club you may want to choose more than one. Newsletters, emails, communication apps like TeamSnap, texts, bulletin boards, etc. Try to choose communication modes that will work best for your members. Maybe take a poll to find out what they think.

The key to effective communication is timing. Having steady consistent communication that members can rely on is important. They will learn to search for it and appreciate it. A best practice is for the Board to build a communication calendar that maps out all the communication "moments" in a season into a calendar. The plan may not contain the communication content, but it notes what needs to be communicated and when. The board can also assign responsibility to others ahead of time for the communication and note that in the communication plan. A great practice is to review the communication plan every board meeting to ensure the plan is being executed as designed or if something needs to be added to the plan. Some typical communication "buckets" are:

- Board Communication: AGM or SGM notices, nomination windows, board contact info.
- Club Communication: Registration windows, programming updates, club news, etc.

- Committee communication: Fundraising, volunteering, coaching, etc.
- Coach communication: Team and program specific information to members.
- Oh...and don't forget some fun stuff like photos, team results, etc.

### Board Succession:

There is no requirement for a Board of Directors to have a "succession plan" in place. However, part of the Board's responsibility is to do what is in the best interest of the club now and set it up for future success. Therefore, it is good practice to have board succession conversations frequently. In some cases, club bylaws may help with the succession planning, however, this is not always the case. Some helpful thoughts for a board when it comes to succession planning.

- Have a written plan of when board member terms end so you know when new directors may be needed.
- Ask directors to communicate their intent to stay or go at the end of their term well in advance of the term ending.
- Invite members who are interested in becoming directors (or mildly curious) to a director meeting.
- Create "Shadow" board positions that attend director meetings but do not have executive powers. Helping people understand the role of a director in any way can help them commit to becoming a director down the road.
- Create roles on the board that promote succession. I.e., Vice President will become next president. President must serve as Past President for a term, etc.
- Stagger terms so boards do not experience mass turnover in any given year.

For more information:

[The role of a not-for-profit board member | BDO Canada](#)



# Managing Liability

Being on a board of directors and responsible for the management of an organization can be a rewarding experience but it is also a serious responsibility. It is important to understand your liabilities as a member of the Board of Directors.

## Personal and Board Liability

Liability is legal responsibility for a wrong or harm that has been caused. For example, the wrongful dismissal of an employee. The act of incorporating an organization offers board members some protection from personal liability because the organization becomes a legal entity that can be held responsible for findings of wrong-doing or harm. However, this protection has its limitations; it is only extended to individuals acting on behalf of the organization. Individuals are most likely to be personally liable if they fail to abide by the duties of board members or take action that is not aligned with the decision of the board. Generally, it is the organization, as its own legal entity, which will be responsible for paying any money owing for damages or compensation when harm has been caused. However, it is possible for individual board members to be found personally liable if they have acted carelessly or outside their powers and duties. Board members who are found personally liable will be personally responsible for any money that is legally owed.

When someone is harmed or suffers damage or loss caused by the organization, the board members may be personally liable if they did not take reasonable steps to ensure the safety of others. Boards can be liable for not having proper policies or not enforcing their policies. Some examples include sexual harassment or accidents that should have been prevented by some action by the organization. Liability becomes an issue when the board members know, or should have known, about a problem and do not take reasonable action to resolve it.

When the organization enters contracts the board of directors is responsible for ensuring the obligations of the contract are met. It is for this reason that board members should be reasonably aware of the details and deliverables of the contracts that are being entered into by staff or officers on behalf of the organization. Employment contracts, professional services and funding agreements are a few of the types of contracts organizations may enter into to deliver their programs and services.

Since incorporated organizations enter contracts as their own legal entity, there is little risk of personal liability unless board members have entered into the contract without the proper signing authority or have otherwise acted improperly or carelessly.

As noted earlier, board members are also responsible for ensuring the organization is informed and working in accordance with federal and provincial laws. The laws and legal requirements will be different for each organization depending on the nature of their work and the provinces in which they operate. The following are some areas of law under which non-profits may have obligations:

- Election and Appointment of Directors
- Taxes
- Employees
- Records and Reporting
- Health and Safety
- Environmental
- Donations, Fundraising and Events



It is important to know and understand the laws that impact your organization. The board may have a responsibility to seek professional or legal advice if there are questions about how the law impacts the organization or programs.

## **Risk Management and Limiting Liability**

Dealing with legal issues and the risk of liability can be intimidating. The good news is that managing the risk and limiting liability can be simple. Being aware of your legal duties and taking reasonable steps to avoid problems can be enough for most organizations to avoid or limit liability.

### **Be pro-active**

Spend time discussing the potential problems specific to your organization or programs. These “liability conversations” are great venues and give thought to how policies or procedural steps could be put in place to prevent harm. Despite the best intentions and care, there is always a risk that something will go wrong; having a plan or policy for dealing with these situations can help limit the liability or damage. Some examples include protocol for adults working with children, harassment policies, or keeping building and equipment in good repair.

Consider the following questions.

- What could go wrong?
- What can we do to prevent harm or liability?
- What can we do to lessen the impact or damage when something goes wrong?

### **Be informed**

Before making key decisions that might open the club to risk ensure that the Board has all the information it needs. The pressure of making decisions at monthly board meetings can sometimes lead to hasty processes. Patience and curiosity are needed sometimes. Do not hesitate to ask questions or seek advice. Board members are not expected to be experts, but the board is responsible for taking steps to get accurate information. Reach out to other clubs, Freestyle BC, or another youth sport organization. Bring subject matter experts into the process if required.

### **Financial record keeping and reporting requirements**

As noted earlier, being fiscally responsible is a big priority of the board. While non-profit organizations and charities are usually busy carrying out the purposes of their organization, record keeping often takes a back seat to other priorities. However, good record keeping practices by a non-profit organization should not be overlooked as they will help the organization:

1. minimize risks to the board of directors and the organization;
2. ensure that the organization operates efficiently; and
3. ensure that the organization is accountable to its members and the public.

Under the Societies Act, a society must keep the necessary records at its registered address in British Columbia. It can keep these documents at another location in British Columbia if approved by directors’ resolution. While British Columbia societies are not expressly permitted to keep documents at a place outside British Columbia, they are permitted to keep documents in electronic format; and there is no specific requirement about where the electronic documents must be kept.

It is common to have one person, possibly a staff member, responsible for keeping records. While the board may delegate tasks such as bookkeeping, preparing and filing returns or submitting grants, the board as a whole is ultimately responsible for ensuring the information is accurate and that the appropriate records are being kept. CRA requires an organization keep all records related to

determining tax obligations for six years. Take steps to ensure the club’s financials are meeting the Board’s expectations. Conduct board reviews or get an external audit done. These steps would be deemed “reasonable” to ensure that the Board is meeting their duty.

Pursuant to the Societies Act of BC, a society is not required to keep a document if :

- The record is no longer relevant to the activities or internal affairs of the society; and
- Ten year have passed since the record was created or last altered.

The Act notes that it is an offence to refuse, without reasonable excuse, a person to inspect or obtain a copy of a record of the society (providing they are authorized under the act to do so). Fines up to \$5,000 can be administered in such cases. In addition, a person who makes or assists in making a false statement, or omits a material fact, that should form a record, can be fined up to \$10,000.

Below is a table of documents that a Society in BC should keep on record:

<b>Governance</b>	<b>Members</b>	<b>Directors</b>	<b>Finances</b>
Certificate of Incorporation	Register of Members	Register of Directors	Financial Statements
Constitution	General Meetings of members - AGM/SGM- minutes	Consents to act as Directors	Accounting records
Bylaws		Board Meeting minutes	Auditor’s Reports (if audits are required)
Statement of Directors and Registered Office		Conflict of interest disclosures	
Court Orders		Resignations	

### Minutes

The purpose of taking minutes is to provide a formal record of the discussion and decisions made by the board. The bylaws will provide information on the formalities required by the organization. Having someone with experience taking minutes at meetings can be an asset to the board. Well-written minutes will be an accurate summary of when and where the meeting was held, who attended, who participated in the discussion, the outcomes for motions and votes and what business was ultimately carried out by the board or committee.

It is important to ensure the minutes of the meetings accurately reflect the reason for a decision. If someone has concerns or disagrees with a decision made by the board, it is helpful to record the dissent in the minutes.

Good meeting minutes are helpful to demonstrate that the board has conducted its decision-making process in a reasonable manner. Minutes that record the deliberations, advice from experts, or reasoning can be proof that the board did everything possible to act in the best interests of the club.

### Insurance and Sanctioning

#### Sanctioning and Insurance:

It is a board responsibility to ensure that the club is fully authorized to train or compete at the venues for which it is hosting programming or events. It is also a board responsibility to ensure

that the club, its members, coaches, staff, directors, and volunteers are also properly registered and insured.

The process for sanction and insurance needs to be known by the board and it is best practice to assign this responsibility to a sub-committee or individual person and include both items into the Board Responsibility Schedule.

### Sanctioning:

- Sanctioning is a formal process whereby an authorizing body provides its official approval for an activity to be held in that body's name and under its jurisdiction.
- The sanctioning of an activity carries with it the obligation that the activity is carried out in accordance with the rules, policies, and procedures of the sanctioning body.
- The Canadian Snowsports Association (CSA) is the national governing body for snow sports in Canada. As such, the CSA controls the sanctioning of FIS activities within Canada.
- Each of the 9 individual CSA Disciplines has a National Sport Organization governing body. As such the discipline, on behalf of CSA, sanctions activities within its discipline that are carried out in accordance with its rules, policies, and procedures, and in accordance with CSA policy.
- Therefore, all activities, events, and programming normally associated with the freestyle discipline and under the control of a member organization must request sanctioning through Freestyle Canada.

### Requests for Sanctioning:

- A sanctioning request can include all the known activities, intended competitions/events, and programming of the club for the sanctioning period.
- Requests for normal operations should be submitted at least 15 days before proposed activities begin. Non-routine activities should be submitted at least 30 days prior.
- In requesting a sanction, the club is agreeing to be bound by the applicable rules, policies, and procedures of the FIS, CSA, and CSA member organization.
- These include (but are not limited to):
  - The online sanction request form is complete and accurate.
  - The club is committed to ensuring that all coaches in addition to staff and lead volunteers who work with children have a Criminal Record Check.
  - The Club has concussion management and prevention policy including:
  - All Persons in Authority have completed the required multi-sport training modules as required by Freestyle Canada.
  - Club return to play standards follow PSO and/or FREESTYLE CANADA guidelines
  - All coaches have an active Freestyle Canada license in addition to current NCCP and Freestyle Canada coaching certifications.
  - All coaches are certified, and all athletes qualified to perform inverted air skills through the Freestyle Canada Air Training System.
  - The club agrees to ensure that all its club members have a current Freestyle Canada membership.
  - The club receives permission from the ski area to operate its programs:
    - Sample letter found here: [Letter of permission from Ski Hill/Resort](#) or see **Appendix K – Proof of Permission Letter**
  - The club reviews and agrees to abide by the Freestyle Canada's:
    - [Club policy \(.pdf\)](#)

- [Ski Club Risk Management Manual \(.pdf 1.2MB\)](#)
  - [Can Freestyle Program Operating agreement \(.pdf 458KB\)](#)
  - [FREESTYLE CANADA Terrain Park and Rail Usage Guidelines \(.pdf 122KB\)](#)
- The CSA member organization (Freestyle Canada) will provide, for the activity or activities being carried out, an official sanction certificate or approval.

### Tips for Sanctioning:

1. Build the Sanctioning Request into your yearly schedule.
2. Assign the responsibility to a sub-committee or individual to streamline the process.
3. Review sanctioning responsibilities and commitments with the board annually or at a minimum with new board members when they join the board. Check out this link; [Club Sanctioning - Freestyle Canada](#)
4. All unplanned programming, events, and activities should include a sanctioning request as part of the implementation process.

### Insurance:

Why is this important and how should a board use its structure to manage it?

- Snowsports Clubs, no matter the size, are advised to establish working committees or a person, with responsibility for the various activities, events, programs, and competitions undertaken by the snow sports club and the insurance required to operate.
- For a snow sports club and its members to qualify for liability insurance under the CSA Liability Insurance program, the club and all its members and participants in activities must be registered and in good standing with one of the CSA Snowsports Discipline members (Freestyle Canada). This in turn will ensure that they are covered by the CSA sports insurance liability program.
- In addition, the Club and its members are also required to be a member of Freestyle BC Division, Zone, or Region to be able to access the insurance program offered by the CSA.

### What type of insurance is required?

Coaches:

- Coaches are insured upon membership with Freestyle BC and Freestyle Canada.
- Coaches must complete the BIG 4 to become a member. BIG 4 = Criminal Record Check, Safe Sport training, Ethical Decisions training, and Making Headway training.

Athletes:

- Athletes are insured upon membership with Freestyle BC and Freestyle Canada.
- Athletes should be prompted to register correctly so they are properly insured.
  - Club Athlete: Trains with the club but does not participate in provincial or national level events.
  - Provincial Athlete: Trains with the club and participates in competitions within the province or Canada.

Volunteers, Board Members, staff, or contractors:

- These people are insured upon registration with Freestyle BC and Freestyle Canada

Directors and Officers Insurance:

- With the club's Sanctioning Certificate comes Director and Officer Insurance.



- For a summary of this coverage see the CSA website or check out this link; [Summary of DO Coverages Clubs](#)
- If your board wishes to add insurance above the CSA provided D&O insurance that is their choice. It is advised that Freestyle Canada be notified of this additional coverage and the insurer so coordination of insurance can be decided on.

#### Liability Insurance:

- With your Sanctioning Certificate, the CSA provides commercial general liability insurance for the activities, events, and programs described in the request for sanctioning.
- The purpose of this insurance is to protect the member organizations against the risk of sums they may become legally obligated to pay as the result of bodily injury and/or property damage caused through their sanctioned activities. **Please note that it is the policy of the CSA that if an activity has not been formally sanctioned by Freestyle Canada, then that activity might not be covered by the CSA's liability insurance.**
- Requests for the naming of other insured parties and for insurance certificates should be included in the request for sanctioning
- Note: It is essential the correct legal name and business address of the third-party requesting to be added is provided.
- Summary of your club's General Liability Coverage can be found here; [Summary of Insurance CGL](#)

#### Out of Country Travel and Sport Accident Insurance Program (S.A.I.P.)

- The CSA offers a comprehensive Sport Accident Insurance Program.
- This insurance is more than Provincial and Private medical insurance and provides coverage for accidents or injury sustained by the member outside of their home Province on a world-wide basis.
- The coverage is required for athletes travelling outside the country to train or compete.
- CSA must approve out of country travel. The Out of Country Training Sanction Request can be found here: [Out of Country Sanction Request](#)
- Info on the Sport Accident Insurance Program (S.A.I.P.) can be found here: [Sport Accident Insurance Program \(SAIP\)](#)

#### Tips for managing Club Insurance:

Sanction and Insurance obligations and requirements are not always easy to understand or complete. They require outside agencies and third-party administration, which can affect timing and accuracy.

1. Assign the responsibility to a sub-committee or individual to streamline the process.
2. Review insurance responsibilities and commitments with the board annually as part of your programming plan and sanctioning process.
3. Reach out to Freestyle BC and/or Freestyle Canada if you are unsure or unclear about Club or Individual insurance needs or validity.

#### For more information:

Board development training, accountability & governance in the Canadian Voluntary Sector  
[www.boarddevelopment.org](http://www.boarddevelopment.org)



# Managing The Team

Employees and volunteers are often the individuals who will raise funds, maintain facilities, and deliver programs and services on behalf of the organization. While the administration and day-to-day operation may be delegated, the board is ultimately accountable for the actions of its employees and volunteers.

The level at which your board of directors is involved in the management of employees and volunteers is up to the board, and may depend on:

- the size of your organization,
- the structure of your board,
- the number of employees and volunteers involved in your organization.

Delegating the management of employees and volunteers to a paid manager is an option. This reduces the scope of the board's oversight, but not their responsibility.

## Hiring Employees and Engaging Volunteers

It is important to have reliable and skilled people working for your organization. As an option you can perform reference checks and/or require criminal record checks as part of the hiring process. This is to ensure that the person being hired has the skills and experience they claim to have and that they do not have a history of dishonest or criminal behavior.

### Screening

Staff and volunteers are often involved in collecting money, dealing with confidential information, and working with youth. It is important to take steps to ensure the people assuming these responsibilities are reliable. Consider making screening policies mandatory for staff, volunteers, and board members. Taking the time to interview, review references and police checks can give the board the confidence to delegate tasks to staff, volunteers, or individual board members. These steps may also reduce the risk of board liability if problems arise.

Provincial and Federal regulators can play a role in this area when it comes to working with youth and ensuring that all sanctioned sport organizations are doing everything possible to protect athletes of all ages. As a Board stay in tune with the PSO and NSO policy requirements pertaining to staff and volunteer screening.

[Canada's #1 Criminal Record Checks | Get Your Report in Minutes \(mycsrc.ca\)](https://mycsrc.ca)

### Job Descriptions, Training and Supervision

Clearly written expectations can improve job satisfaction for both staff and volunteers. Time spent creating detailed employment contracts and job descriptions can prevent misunderstandings and discrepancy between the expectations of the organization and the expectations of the employee or volunteer.

Board members often delegate the work of the organization to staff and volunteers. This can relieve board members of much of the administration and program delivery. However, with these benefits comes the responsibility of providing training, direction, and supervision. Even when an executive director or manager is hired to coordinate and supervise staff, it remains the duty of the board to ensure the employees are fulfilling the mandate of the organization and that staff and volunteers are treated fairly and in accordance with the law.

It is normal behavior to try and save club resources where you can, and not provide leadership guidance or training to paid manager/supervisor. However, the expense can be very beneficial to program execution, employee retention, and manager engagement. Staff development cannot be undervalued. The quality of coaching, supervising, and facility management directly impacts the members of the club. It is advised to budget for a solid hiring process and that brings appropriate training to the key employees of the club.

### Reprimands and Dismissals

There will be times when policy is breached, and reprimand or dismissal of employees or volunteers is necessary. Having a process in place in advance can make it easier to address these difficult situations. Even when the management is delegated to an executive director or manager, in the end, the board is responsible for potential liabilities such as wrongful dismissal.

Non-profit organizations can often find it more difficult to dismiss volunteers than employees. Volunteers are not protected by employment laws, but it is just as important for organizations to have policies and guidelines for volunteers. Having established procedures and/or an appeal process can make it easier for the volunteer coordinator, manager, or board to take action.

### Coaches

Like any organization a non-profit is only as good as the people working for it. In other words, it is important to put appropriate board focus on recruiting, developing, and supporting the people that make the organization run. In the world of Youth Sport and Freestyle Skiing a bulk of this focus is on coaches.

Ensuring proper oversight of your club's coaches is a board responsibility. The actual management/supervision of the coaches can be delegated to a non-board member or paid employee, but the responsibility of having certified and trained coaches ultimately lies with the directors.

It is advisable to have a Coach Committee or a Director of Coaching position on the board. This person or group should be a coach support network, overseer, and responsible for coach evaluation, performance, and reports back to the board.

In theory a club's programming and athlete development is only as good as its coaching. Therefore, the people that fill these roles become a key ingredient to the overall success of the organization. The quality of coaching the club has may seem like an operational responsibility of the club, and thus a responsibility of the Program Director or Head Coach. For the most part this may be true, however, there is a governance piece that goes hand in hand with coaching quality. Boards are accountable for ensuring;

Coaches have obtained the proper training and certification to coach the level of programming that they have been assigned.

1. Coaches are properly oriented on sport and club policies.
2. Coaches are committed to supporting the mission, vision, and values of the club.
3. Coaches' performance is adequately monitored so they are given appropriate feedback and support to achieve the above noted criteria.
4. Coaches are paid appropriately, and that coach pay is not exorbitant, and it is being reviewed for accuracy.
5. Coaches are clear on their level of authority and act within it.

### Coach Recruitment:

Of course, all this good stuff starts with a good coach recruitment program. Boards should ensure that their club has an effective process for attracting and hiring coaches. From a governance perspective this means having an up-to-date Role Description for the coach positions you are hiring for, a pay scale that the club can commit to, and an employment contract that is legally strong.

How the club pays a coach, or if they will pay a coach, is a matter of choice and should be a point of discussion at the board level. Paying coaches as contractors, rather than employees, may be an option. A club should fully understand the rules and be onside with Revenue Canada when creating payment terms within their employment contracts.

Coach pay scales can be tricky, as coaches have different talents and experiences that they bring to the table. The feeling of addressing each coaches' qualities appropriately within a set pay scale can seem difficult. Giving your hiring team some leeway to negotiate is not a bad practice, however, there needs to be clear fence posts and consistency needs to be apparent. **(see Appendix XX for sample Coach Pay-Scale)** The other key piece to this is ensuring that new coaches are clear on their operating authority. The role description can help here. It is a board responsibility to ensure that coaches know they are ambassadors of the club and when they have the authority to act/speak on behalf of the club and when they do not. It is also best practice to ensure that hiring managers or directors understand the limits to which they can negotiate with potential new hires. It is advisable to stay as consistent as possible when hiring similarly qualified coaches in addition to ensuring contracts stay within budget.

Part of coach oversight is establishing the employment contract. A "contract" process for volunteer coaches is advisable as well. The CSA does not cover "freelance" coaches that work for themselves. Therefore, coaches must have an employment contract with the club that is legal with clear terms and conditions laid out. Check out this link at CoachesBC for more information: [Coaches Association of BC - Coaching Contracts \(coachesbc.ca\)](https://coachesbc.ca)

**NOTE: membership may be required to access this material**

### Coach Orientation and Onboarding:

Once coaches are hired there is a responsibility of the club to orient them to the rules that govern them and the members. All staff, including coaches, should sign off on the club policy manual indicating they have read and understand the policies and procedures. In addition, it is a great practice to review the club's mission, vision, and values so that new employees can feel aligned with the purpose of the club and the values they wish to promote to achieve their goals.

All of this can be aided with a simple Orientation Checklist. **(see Appendix L)** It does not really matter who conducts the orientation, or if it is more than one person doing it. The key is to welcome the new coach by being transparent, inclusive, and clear on the priorities and policies of the organization. Building a strong team starts with the team all playing by the same set of rules and aligning to the same goal.

### Coach Training and Certification:

Freestyle Skiing and Snowboarding can be a dangerous sport. Part of a coach's responsibility is to do everything within their skills and knowledge and reason to ensure that athletes are developing safely. This "ability" starts with appropriate training and certification.

All coaches must be members of the CSA through Freestyle Canada and be properly registered with Freestyle Canada and Freestyle BC. In addition, coaches must have the required multi-sport training and Criminal Record Checks complete before they are considered eligible to coach and be covered under the CSA liability policy. It is for this reason that a board should fully understand the coach development pathway and how to access coach training for their coaches.

It is recommended that the board ensures the club has a coach training and certification inventory on file that is up to date. **(see Appendix M for Sample – Coach Qualification Tracking)** It is also recommended that Coach Development be a standing agenda item for Board of Director meetings. Lastly, it is recommended that coaches have conversations with their direct supervisor regarding development that is required, training that is coming available, and to what certification level the coach would like to achieve and whether that fits with the club's plans.

In order to do any of this the Board should understand the Coach Development Pathway themselves. Check out this link: [\\*THE COACHING PATHWAY](#) Understanding what training and certification coaches require for each athlete development stage is critical to program planning, development planning, and ultimately membership registration and budgeting.

#### **Coach Performance:**

Our goal is to have engaging coaches that our athletes trust and enjoy being with. Our job is to ensure that coaches are properly supported to do that. Coaches should feel comfortable asking for help or receiving feedback. A board should ensure that there is appropriate one-on-one communication between coaches and their supervisor or a board member. In addition, it is a great practice to have coaches complete self-assessments and feedback surveys. Another great tool is to have member surveys that include a coach feedback section that can be shared with the coaches

#### **Athlete Development:**

At the end of the day the purpose of a non-profit youth sport organization is to develop our youth. The skills, knowledge, and abilities they acquire will guide them and shape society into the future. To say youth sport is a key pillar of our communities is an understatement. This is why having functional clubs are so important. The stronger the governance structure and the board members' understanding of their role and responsibilities, the more time and energy they can put into youth development.

In order to support athlete development, it is key for the board to understand the Athlete Development Pathway and a clubs' role within it. This is a core responsibility. The board should have good knowledge of what an athlete's development journey is through their club and beyond. The Board should understand what coaching, facilities, and programs are needed at each step of the athlete development pathway. They should be clear on what the safe and effective progressions are through the training model and how the board can support it, communicate it, and give feedback back into it. This is not to say that board members are to be experts on the development of athletes, it is to note that they should understand the general pathway and how the organization can support athletes through it.

To learn more about the Athlete Development Pathway reference Freestyle Canada's Athlete Development Resources. You can also check out Freestyle BC's Board Resource Toolkit.



## Board Members

Board members also benefit from direction and job descriptions, and these can be included in the organization's bylaws or policies. Board members are not necessarily exempt from the screening process. As the individuals ultimately responsible for the organization, it is important to ensure the members of your board are upstanding and reliable members of the community. References and criminal record checks are useful requirements for board members as they are for employees and volunteers.

As per the Societies Act of BC, Directors are to be registered and meet the qualification set out in Section 44 of the Act. The club's bylaws, PSO or NSO policy may also contain additional qualifications that Directors need to meet.

## Conflict of Interest

A conflict of interest is a situation in which a board member has personal or business interests or obligations that may clash with the interests of the organization. Situations may arise where the business of a board may have a negative or positive impact on an individual board member, his/her family, or business.

Conflicts must be carefully managed to avoid any appearance of impropriety. Board members should bring any potential conflicts to the attention of the board so that steps can be taken to address the conflict and avoid having the board member unfairly influence the decisions of the board.

## Removing Board Members

From time to time, it may be necessary to remove board members who are unproductive or counterproductive to the mandate of the organization. Unproductive board members can be those that fail to attend meetings, do not follow through with assigned tasks, or otherwise do not meet the expectations outlined in the job description for board members. Counterproductive board members may have conflicts of interest, breaches of the organization's rules or failure to uphold the duties of a board member.

Most board conflicts or concerns can be dealt with informally as a board or in one-on-one conversations. Although it is rarely needed, boards should have processes in place to deal with ineffective, unethical, or disruptive board members. These can be dealt with by having clauses in the bylaws to deal with absenteeism, term limits, and impeachment. Absenteeism rules will give boards the option to remove board members who fail to attend meetings. Term lengths and limits can provide an opportunity to refresh the board as well. If your bylaws contain impeachment processes, then it may be possible to remove members with a majority or two-thirds vote of the board.

## Resort/Facility Relations:

In most cases, freestyle clubs operate on the premises of a third party, under their permission and rules for operation. Whether this is a dry land training facility or a ski resort, the club must manage this relationship in order to offer member services.

Like many other board responsibilities, it is best practice to assign facility/resort relations to a sub-committee or one person on the board. The entity responsible should have a clear understanding of the facility requirements the club needs to meet their programming, as well as the sanctioning and insurance details they will require. Some responsibilities this committee or person could be:

- Being the point of contact with facility or resort ownership or management.



- Assisting or leading the sanctioning and insuring process.
- Leading facility/resort negotiations, agreements, or letters of understanding conversations on behalf of the board/club.
- Reporting back to the board on all facility/resort needs, issues, challenges, etc.

Depending on the relationship, facility policy, etc. the club may be required to enter into an agreement or letter of understanding that outlines the relationship between the facility and club. In some cases, it may be the club that wishes to have this in place. These types of agreements are useful in that they make it very clear who is responsible for what, and how the two parties will work together. The difficulty is in creating this all-encompassing agreement that outlines procedures for all activities between the two parties. These agreements could include:

- All programming descriptions. Including times and places of operation.
- Grooming, supplies, and fencing requests.
- Procedures for First Aid/Patrol requirements, event plans, or course building.
- Coach passes, volunteer passes
- Waiver process and passes for athletes and guests.
- Etc.

Attempting to make these agreements as simple and unobstructive as possible is a goal that might not always be possible. If the agreements become complicated and the board does not feel comfortable with specific language they should reach out to other clubs for advice or guidance. In some cases, a lawyer may be of help if the language is around liability issues.

#### **Tips for managing Facility and/or Resort relations:**

1. Add facilities and resorts as additional insureds on CGL Policy.
2. Provide facilities and resorts with detailed activity plans for the upcoming season. Days, hours, and area of use.
3. Include ski area management or owner in programming planning and seasonal plans. Perhaps have a person from the resort on the Board.
4. Ensure the club rules and policies align with the facility and resort policies and they are communicated to members.
5. The Resort should be part of all event planning and Event Plans should be signed by both parties to confirm commitment to responsibilities.
6. Facility or resort preparation for the club is critical and requires planning. It is advised that the club use a single point of contact for operational communication with the facility/resort. i.e. Grooming requests, park configuration, First Aid requirements, supplies, etc.
7. Schedule follow-up or review meetings with facilities and resorts to discuss how things went and how they could go better next time.

# Funding and Financial Accountability

## Understanding how your Organization is Funded

It is important for boards to understand how an organization gets its funding and how programs, projects and administrative costs are covered. Funding will differ from one organization to another. The key is to plan ahead.

### Core funding

Most Freestyle Clubs will use membership and programming fees as their main source of revenue. Therefore, the club fee structure needs to cover the basics of running the organization. Key expenses generally include payroll, training, facility costs, supplies, insurance, etc. It is important to understand these key expenses in budget form, so you can properly set programming prices. Non-profits are not in place to make money, a profit, but pricing should keep present and future costs in mind so the club can maintain existing facilities and grow for the future. However, depending on the club and the availability of non-member funds, this is a club specific decision.

### Grants

Grants are money available from government, corporations or foundations which allow qualified individuals or organizations to apply for funding. Applicants must meet the criteria or conditions set out by the funder to be awarded funds. Grants are not a guaranteed source of funds. It is advisable to not rely on the funding to cover known expenses unless it is already received and sitting for a future fiscal period. A board's fundraising or finance committee should always be on the hunt for possible grant opportunities.

[Grants, funding and supports for non-profits - Province of British Columbia \(gov.bc.ca\)](http://gov.bc.ca)

### Project funding or contribution agreements

Applications for project funding are a great way to fund projects or facilities that general operating revenue would take years to accumulate. Applying for these funds often involves writing applications which describe the proposed project in detail including budgets, timelines, and work plans. Applications are reviewed by the funder and rated on how well they match the purposes or objectives of the funding organization.

It is common for this funding to come with rules on how money can be spent and the expectations of the funder in terms of deliverables, acknowledgements, reporting, and audits. If the money is not spent on the equipment, programs or items specified in the contract it may have to be paid back.

### Sponsors/Donations

A community sponsorship program is a great way to raise money, secure in-kind supplies/services, and build community partnerships. A well-organized program could provide consistent funds that can be applied to your general revenue stream and help keep member fees down. In addition, the program exposes the club to the community, and helps build the club's brand.

### Fundraisers and events

Fundraisers and events can be a great source of revenue, but they do require a lot of careful planning and preparation. Fundraising committees are great assets to the club, but they will need to know the laws and regulations, depending on what type of fundraising they plan to do.

Hosting a ski event can also provide additional funds to the club. Whether it is a local, regional, provincial, or national event there is an opportunity to generate revenue for the organization.

Fundraising and events are not guaranteed sources of revenue. However, when planned and executed well they are a great source of additional funds to cover unexpected expenses or build a small contingency for future use.

Your organization may want to consider event insurance to protect the organization and the board of directors in the event of an injury or cancellation. Special event insurance can be purchased to cover costs that may arise from weather, property damage or injury.

### **Managing Contracts and Funding Agreements**

It is important for the board members to know what obligations the organization is bound to by contracts or agreements. Board members should request copies of all project proposals and funding agreements regardless of the structure of the board or their role in managing contracts and agreements. Ultimately the board is responsible for ensuring the organization meets the conditions of a contract or funding agreement. Having copies of the work plans and budgets that pertain to contract and funding agreement obligations can be important when making decisions about expenses, staffing and programming.

### **Fiscal Responsibility and Financial Accountability**

No matter where an organization gets funding, board members are responsible for ensuring the money is spent wisely and within the mandate of the organization. While it helps to have a treasurer with bookkeeping or accounting skills it may not be necessary for many smaller organizations. Having some policies, being organized, and keeping a system of checks and balances can help board members stay on top of the finances.

In the same way that businesses and governments must take steps to protect the personal information of their clients, charities and non-profits must ensure that member identity and financial information is secured and only used appropriately.

### **Authorizing expenses**

Most organizations require board members to authorize expenses and bylaws generally require one or more board members to have signing authority. If your position on the board involves signing authority, you should be clear about the types of expenses or contracts you are authorized to make on behalf of the organization. For some organizations it may be necessary to authorize the manager or another staff member to make payments for expenses. Giving a staff member signing authority may save time but it should not be done lightly. It requires a great deal of trust and clear policies on the types of expenses and amounts that can be spent without prior approval from the board of directors. Be sure to have a process that reviews the invoices and cheques carefully, ask questions about the expenses and how they relate to specific programs or administration needs. A few precautions may protect the organization from oversights or abuses.

### **Reviewing financial statements**

While many organizations hire an outside auditor to review the accounts at the end of the fiscal year, it is good practice to institute spot checks and internal audits. These informal audits are not only a good idea for preventing fraud or theft, but they promote good recordkeeping and errors may be corrected more easily than during a year-end audit. It is also a good opportunity for board members to keep up to date on the organization's finances.

## **Audits**

Many organizations can benefit from the services of an external auditor. This annual review may or may not be required by funding agencies, but it is a good way to assure the organization's members and donors that you are operating in a responsible manner. An accountant can help identify errors and help set the financial records straight before they impact on the new fiscal year.

### **For more information:**

Freestyle BC Events Manual  
[Events - Freestyle BC](#)

Grants, funding, and supports for  
Non-Profits  
[Grants, funding and supports for non-profits - Province of British Columbia \(gov.bc.ca\)](#)

[Gambling and fundraising - Province of British Columbia \(gov.bc.ca\)](#)



# Leaving the Board of Directors

## Resigning or Ending a Term on a Board

Some organizations have life-long board members, but most directors will come and go from the organization. When you are leaving a board, regardless of whether you are at the end of a fixed term, being replaced by a newly elected member or resigning your post, there are steps you can take to help with the transition.

Infrequently a board may ask a board member to resign or remove the member from the board of directors because the person has come into conflict with the organization's bylaws or rules. When an organization has a change in board members it is important that the change be recorded with the provincial or federal agency under which they are incorporated.

The board may implement training and orientation for new board members; however, parting members can be an important source of information and experience. As you begin your role as a new board member, make note of the tips and information that made it easier for you to take on this new responsibility. As you prepare to leave the board, consider passing along resources to your replacement or other new board members.

***Leaving a board of directors does not necessarily mean leaving behind your liability.*** Individuals can be held responsible for their actions or inaction during the time they served as part of the board of directors. If your reasons for leaving the board involve concerns about the practices or decisions of the board, you may be wise to reference these objections in your letter of resignation. If you are concerned about your personal risk of liability, you should seek legal advice.

## Winding-Down an Organization

There are a number of reasons why a club may choose to shut down its operations or to merge with another organization. Organizations may have made a shift in the programming, funding, or mandate and the board of directors may no longer feel the organization is viable or productive. Whatever the reason, the board of directors involved in the winding-down of an organization should take great care to make sure the proper steps are taken, and assets are appropriately distributed.

Directors should invest in advice from a lawyer, accountant, the CRA and/or the provincial or federal agency under which they are incorporated. There are specific requirements for giving notice, dealing with the assets, taxes, and the length of time the organization must keep different financial and governing documents. The board members involved in the winding-down or merger may put themselves at risk of liability if they do not take the appropriate steps.

# APPENDIX A

## CONSENT TO ACT AS DIRECTOR

To: *[name of society]* (the “Society”)

I hereby consent to act as a director of *[society name]*. My consent will continue to be effective until I resign as a director, my term of office has expired, or I revoke my consent.

I certify that I am not disqualified from acting as a director under s. 44 of the *Societies Act* (British Columbia).

DATED *[month, day, year]* \_\_\_\_\_

NAME \_\_\_\_\_

SIGNATURE \_\_\_\_\_

Prescribed Address\*: *[prescribed address]*

Mailing: same or *[mailing address]*

### SOCIETIES ACT (BRITISH COLUMBIA)

#### Persons qualified to be directors

44 (1) A person is qualified to be a director of a society only if the person is an individual who is at least 18 years of age.

(2) Despite subsection (1), an individual who is 16 or 17 years of age is qualified to be a director of a society if provided for in the regulations.

(3) Despite subsections (1) and (2), an individual is not qualified to be a director of a society if the individual is

(a) found by any court, in Canada or elsewhere, to be incapable of managing the individual's own affairs,

(b) an undischarged bankrupt, or

(c) convicted in or out of British Columbia of an offence in connection with the promotion, formation or management of a corporation or unincorporated entity, or of an offence involving fraud, unless

(i) the court orders, otherwise,

(ii) 5 years have elapsed since the last to occur of

A. the expiration of the period set for suspension of the passing of sentence without a sentence having been passed,

B. the imposition of a fine,

C. the conclusion of the term of any imprisonment, and

D. the conclusion of the term of any probation imposed, or

(iii) a pardon was granted or issued, or a record suspension was ordered, under the *Criminal Records Act* (Canada) and the pardon or record suspension, as the case may be, has not been revoked or ceased to have effect.

# APPENDIX B

## Orientation and Training Checklist for New Board Members

### A. Documents

- The new Board Member has reviewed all important board, club, and operating documentation.
  - FBC Board Manual
  - Mandate and Mission Statements
  - Constitution and Bylaws
  - Club Manual and Policies
  - Current financial statements
  - Minutes of recent board meetings or committee meetings
  - Written job description or duties
  - Signed Consent Letter

### B. Overview of Programs and Facilities

- The new Board Member has spent some dedicated time with an existing board member to review the board and club operating procedures.
  - Program Summaries
  - Site visit
  - Meet Staff

### C. The following links are resources that will help a new Board Member:

#### BC Societies Act

[Societies Act \(gov.bc.ca\)](http://gov.bc.ca)

#### Freestyle BC

[Freestyle Skiing Programs and Events - Freestyle BC](#)

*NOTE: This is a sample document only. Clubs should modify this template to suit the programs, facilities, and key operating documents in use.*

# APPENDIX C

## Sample – Board Structure

### Freestyle Club

#### Board Structure:

<u>Position:</u>	<u>Incumbent:</u>
President:	
Vice President:	
Past President:	
Bookkeeper/Treasurer:	
Volunteer Coordinator:	
Secretary and Registrar:	
Facilities:	
Sponsorship and Fundraising:	
Directors at Large:	

<u>Services to the Board:</u>	<u>Incumbent:</u>
Program Director	
Head Coach	
Administration/Bookkeeper	
Communications Coordinator	
Auditor	

<u>Sub-Committees:</u>	<u>Committee Lead:</u>
Fundraising	
Marketing	
Events	
Coach Support and Development	

#### Role Responsibilities:

##### President:

- Responsible for executing the strategic plan and direction of the club.
- Responsible for club operations; programming, fundraising, sponsorship, funding grants, legal status, board operation, club stakeholder, mountain relations, etc.

##### Vice President:

- Responsible for duties as required by president and club.
- Responsible for learning the operations of club.
- Ideally the incumbent to president.



**Past President:**

- Advisor to the president and vice president.
- Responsible for providing board insight on past club decisions that may require current board attention.

**Bookkeeper/Treasurer:**

- Responsible for club finances and financial reporting.
- Responsible for expenses to be paid and all revenue owing is collected.
- Responsible for the work of the Bookkeeper.
- Responsible for the completion of grant applications.
- Responsible for completion of club payroll.
- Responsible for reporting to BC government.

**Volunteer Coordinator:**

- Responsible for coordinating volunteers to help meet club needs.
- Responsible for volunteer communications and organization.
- Responsible for communicating with coaches, program director, and members of the board to ensure that volunteer requirements are known and understood.

**Secretary/Registrar**

- Responsible for managing member database and compliance with sanctioning bodies.
- Responsible for athlete records as they may pertain to club activities.

**Facilities**

- Responsible for coordinating the development and maintenance of club owned and operated facilities.
- Key liaison with resort to ensure training venues are safe and operational for club programming dates.
- Point of contact for coaches and program director on training venue and facility needs.

**Sponsorship and Fundraising**

- Manages the club's sponsor and doner program.
  - Leads Fundraising sub-committee and coordinates their operations.

**Board Member at Large:**

- Responsible for assisting other Board positions as needed.
- Responsible for leading roles on sponsorship and fundraising initiatives.
- Responsible for leading and coordinating facility building and maintenance activities.

# APPENDIX D

## Sample Role Descriptions

ROLE INFORMATION	
Job Title	<b>Program Director</b>
Physical Location	
Reporting To (Job Title)	<b>President (or designated Board Member)</b>
SUMMARY	
Overview	<p>The Program Director is a paid support role for the club and board. The position works with the Board of Directors to ensure that all the Club’s programming needs are met and executed to the Board’s expectations and within the appropriate laws, Memorandum’s of Understanding, or policies that apply to the club.</p> <p>This role is critical to the club as the incumbent is the subject matter expert as it pertains to coaching, events, athlete development, safety, facilities, and the membership value proposition. The incumbent is expected to develop and run programs that are progressive, innovative, diverse, safe, and fun. The incumbent will be expected to play a guiding role with the Board and help shape the future of the club, its athlete’s, and programming.</p>
SPECIFIC ACCOUNTABILITIES	
Strategic	<ul style="list-style-type: none"> <li>• This role will help with the annual budgeting process and strategy planning sessions.</li> <li>• This role will take a leading role in the evolution of the programming for the club.</li> <li>• This role is expected to help with facility development and negotiation of facility or mountain contracts.</li> </ul>

## Operational

### **Programming and Training:**

- To oversee the development and maintenance of all club programs for all club athletes in all freestyle disciplines. This will include a structured on-snow training program, dry-land training, trampoline training, water ramps, and any additional programs set by the organization. Responsibilities will also include booking of venues and development of a calendar of activities for each level of the program.
- Prepare and present a budget for all club programs in a timely and agreed upon manner to the Board for their approval.
- To oversee the execution of all training for all levels of athletes year-round.
- Work with all team coaches to ensure athletes receive timely and accurate evaluations and feedback, which are documented and available to parents at a minimum of 2 times per winter season.
- Work with competitive team coaches to maintain an individual file on competitive and development athletes that will include:
  - Athletes short, medium and long-term goals
  - Evidence that the athletes have progressed towards their goals.
  - Athletes' evaluations (3 per year)
  - Aerial Qualifications Record
- Ensure every Comp Development and Comp Team have a yearly training plan (April to April) developed and implemented that includes:
  - A yearly training plan spreadsheet that includes assessments, preparation and implementation of the following:
    - dry-land training sessions/camps
    - air training – trampoline, water ramp and on snow
    - skiing skill training
    - competition preparation and competitions
    - ongoing nutritional and mental training preparation
  - A strength and conditioning program
- Provide coaching for athletes when deemed necessary or to the benefit of the club.

### **Coach Management:**

- To recruit, manage and evaluate coaching staff with board approval including the following areas:
  - Appropriate athlete to coach ratios.
  - Ensuring that coaches work within developed coaching programs, safety protocols and ensure all staff have appropriate up-to-date coaching certifications.
  - Coach evaluations are to be conducted for every program.
  - Provide professional development opportunities.
  - Work allocation
  - Payroll submission
- Set a professional development plan for yourself and the coaching staff at the beginning of each term that includes safety and coaching components.

- Working with the Board help organize and execute on coach and personal development plans approved by the Board.

**Facilities:**

- Responsible for course building and site maintenance including:
- Help maintain the condition of our equipment by ensuring coaches, athletes, volunteers, and club members use is properly, safely, and respectfully.
- Work with the Bookkeeper and Board to maintain inventory records of club assets and equipment.

**Events:**

- When capable, assist the Chief of Comp home resort hosted events with planning and execution of event details.
- Help Manage all logistical planning with families attending regional competitions, Freeski Competitions, Timber Tour and Super Youth Challenge events and additional training camps. Dates and budgets need to be approved by the board.
- Ensure athletes have adequate coaching resources present at all events that they are attending.

**Communications:**

- Communicate effectively with the board, athletes and parents and other Freestyle organizations.
  - Working with a Board member manage the program portion of club website.
  - Organize and attend meetings regarding necessary communication with athletes, parents and the board.
  - Send e-mails and/or make phone calls where necessary to inform athletes, parents, board members, etc. of upcoming training, events, programs, etc.
  - Through direct communication with the President, you will keep the board informed and involved in decision making that impacts the program direction and athletes.
- Keep a high standard of evaluation and communications by doing the following:
  - Perform self-evaluations and participate in Performance Review sessions.
  - Provide athletes with an evaluation form to evaluate your services as their coach and Program Director.
  - Attend regularly scheduled coaching meetings and designated committee meetings.
  - Provide updates for the Club. Work closely with the Directors and communications personnel.



- Work with volunteers to send member Newsletters as required by the club.
- Provide a year-end report and other reports as requested by the Board.
  
- Maintain a high standard of confidentiality when dealing with sensitive information, whether it is athlete, coach, programming, or club related.

**Conduct:**

- It is expected that the Program Director will always conduct themselves in a professional and respectful manner. The Program Director will model exemplary coaching behavior and refrain from negative or disrespectful communication with athletes, parents, facility or event staff, etc. If the Program Director finds themselves in a conflict or dispute, they are to seek the guidance of a board member to aid in the resolution of the issue if they are unable to resolve the issue on their own.
  
- Abide by all the provisions of the CFSA Coaches code of conduct.

ROLE INFORMATION	
Job Title	<b>Bookkeeper</b>
Physical Location	
Reporting To (Job Title)	<b>Board Member</b>
SUMMARY	
Overview	<p>The Bookkeeper is a volunteer position and a member of XXXX Freestyle Club Board of Directors. The position works with the Directors to ensure that all of the Club's financial obligations are complete and comply with the appropriate laws, Memorandum's of Understanding, or policies that apply to the club.</p> <p>This role is critical to support the board so it can make decisions regarding programs, coaching, events, sponsors, fundraising, and the membership value proposition, by providing accurate and up to date financial data to the board and general membership. This is a dynamic role with operational and strategic responsibilities.</p>
SPECIFIC ACCOUNTABILITIES	
Strategic	<ul style="list-style-type: none"> <li>• This role will help with the annual budgeting process and strategy planning sessions by providing financial statements and high-level analysis of club operations and finances.</li> <li>• An aspect of this role is to provide insight and solutions to the club on how to better manage its finances, revenue/expense processes, and grant applications.</li> </ul>
Operational	<ul style="list-style-type: none"> <li>• Manage and keep record of all financial transactions of the club using accounting software provided by the club.</li> <li>• Work with President to manage club revenue and deposits.</li> <li>• Manage expenses of club and ensure they are paid on time.</li> <li>• Complete payroll for all paid staff of the club.</li> <li>• Work with club in the completion of grant applications.</li> <li>• Work with the club to manage finances for club hosted events.</li> <li>• Work with the club to manage compliance reporting back to applicable agencies.</li> <li>• Other duties related to club finances as required by club treasurer.</li> </ul>

## QUALIFICATIONS

Key Experience	<ul style="list-style-type: none"> <li>• Experience or related experience in managing the finances of a small business or non-profits.</li> <li>• Experience with accounting software.</li> </ul>
Education and Certification	<ul style="list-style-type: none"> <li>• No specific education required.</li> <li>• Prefer some training in accounting software.</li> <li>• Prefer some training in accounting.</li> </ul>
Desired Knowledge	<ul style="list-style-type: none"> <li>• Knowledge of managing the finances of small business or non-profit organizations.</li> <li>• Comfortable delivering financial analysis to a small working group or Board.</li> <li>• Knowledge of the Society Act and financial governance policies for non-profits in BC.</li> <li>• Knowledge of the SSFC and our club operations.</li> </ul>
Compensation	
	<ul style="list-style-type: none"> <li>• Volunteer position</li> </ul>

# APPENDIX E

## Model Bylaws

**(Societies Regulation 2015, Schedule 1)**  
**Bylaws of [insert name of society] \_\_\_\_\_ (the "Society")**

### PART 1 – DEFINITIONS AND INTERPRETATION

#### Definitions

1.1 In these Bylaws:

“Act” means the *Societies Act* of British Columbia as amended from time to time.

“Board” means the directors of the Society.

“Bylaws” means these Bylaws as altered from time to time.

#### Definitions in Act apply

1.2 The definitions in the Act apply to these Bylaws.

#### Conflict with Act or regulations

1.3 If there is a conflict between these Bylaws and the Act or the regulations under the Act, the Act or the regulations, as the case may be, prevail.

### PART 2 – MEMBERS

#### Application for membership

2.1 A person may apply to the Board for membership in the Society, and the person becomes a member on the Board’s acceptance of the application.

#### Duties of members

2.2 Every member must uphold the constitution of the Society and must comply with these Bylaws.

#### Amount of membership dues

2.3 The amount of the annual membership dues, if any, must be determined by the Board.

#### Member not in good standing

2.4 A member is not in good standing if the member fails to pay the member’s annual membership dues, if any, and the member is not in good standing for so long as those dues remain unpaid.

#### Member not in good standing may not vote

2.5 A voting member who is not in good standing

(a) may not vote at a general meeting, and

(b) is deemed not to be a voting member for the purpose of consenting to a resolution of the voting members.

#### Termination of membership if member not in good standing

2.6 A person’s membership in the Society is terminated if the person is not in good standing for 6 consecutive months.

### PART 3 – GENERAL MEETINGS OF MEMBERS

#### Time and place of general meeting

3.1 A general meeting must be held at the time and, if applicable, place the Board determines.

#### Ordinary business at general meeting

3.2 At a general meeting, the following business is ordinary business:

(a) adoption of rules of order.

(b) consideration of any financial statements of the Society presented to the meeting.

(c) consideration of the reports, if any, of the directors or auditor.

(d) election or appointment of directors.

(e) appointment of an auditor, if any.

(f) business arising out of a report from the directors not requiring the passing of a special resolution.



### **Notice of special business**

**3.3** A notice of a general meeting must state the nature of any business, other than ordinary business, to be transacted at the meeting in sufficient detail to permit a member receiving the notice to form a reasoned judgment concerning that business.

### **Chair of general meeting**

**3.4** The following individual is entitled to preside as the chair of a general meeting:

- (a) the individual, if any, appointed by the Board to preside as the chair.
- (b) if the Board has not appointed an individual to preside as the chair or the individual appointed by the Board is unable to preside as the chair,
  - (i) the president,
  - (ii) the vice-president, if the president is unable to preside as the chair, or
  - (iii) one of the other directors in attendance at the meeting, if both the president and vice-president are unable to preside as the chair.

### **Alternate chair of general meeting**

**3.5** If there is no individual entitled under these Bylaws who is able to preside as the chair of a general meeting within 15 minutes from the time set for holding the meeting, the voting members who are in attendance must elect an individual present at the meeting to preside as the chair.

### **Quorum required**

**3.6** Business, other than the election of the chair of the meeting and the adjournment or termination of the meeting, must not be transacted at a general meeting unless a quorum of voting members is in attendance.

### **Quorum for general meetings**

**3.7** The quorum for the transaction of business at a general meeting is 3 voting members or 10% of the voting members, whichever is greater.

### **Lack of quorum at commencement of meeting**

**3.8** If, within 30 minutes from the time set for holding a general meeting, a quorum of voting members is not in attendance,

- (a) in the case of a meeting convened on the requisition of members, the meeting is terminated, and
- (b) in any other case, the meeting stands adjourned to the same day in the next week, at the same time and, if applicable, place, and if, at the continuation of the adjourned meeting, a quorum is not present within 30 minutes from the time set for holding the continuation of the adjourned meeting, the voting members who are present constitute a quorum for that meeting.

### **If quorum ceases to be present**

**3.9** If, at any time during a general meeting, there ceases to be a quorum of voting members present, business then in progress must be suspended until there is a quorum in attendance or until the meeting is adjourned or terminated.

### **Adjournments by chair**

**3.10** The chair of a general meeting may, or, if so, directed by the voting members at the meeting, must, adjourn the meeting from time to time and, if applicable, from place to place, but no business may be transacted at the continuation of the adjourned meeting other than business left unfinished at the adjourned meeting.

### **Notice of continuation of adjourned general meeting**

**3.11** It is not necessary to give notice of a continuation of an adjourned general meeting or of the business to be transacted at a continuation of an adjourned general meeting except that, when a general meeting is adjourned for 30 days or more, notice of the continuation of the adjourned meeting must be given.

### **Order of business at general meeting**

**3.12** The order of business at a general meeting is as follows:

- (a) elect an individual to chair the meeting, if necessary.
- (b) determine that there is a quorum.
- (c) approve the agenda.
- (d) approve the minutes from the last general meeting.
- (e) deal with unfinished business from the last general meeting.
- (f) if the meeting is an annual general meeting,
  - (i) receive the directors' report on the financial statements of the Society for the previous financial year, and the auditor's report, if any, on those statements,
  - (ii) receive any other reports of directors' activities and decisions since the previous annual general meeting,
  - (iii) elect or appoint directors, and
  - (iv) appoint an auditor, if any.
- (g) deal with new business, including any matters about which notice has been given to the members in the notice of meeting.
- (h) terminate the meeting.

### **Methods of voting**

**3.13** At a general meeting, voting must be by a show of hands, an oral vote or another method that adequately discloses the intention of the voting members, except that if, before or after such a vote, 2 or more voting members request a secret ballot or a secret ballot is directed by the chair of the meeting, voting must be by a secret ballot.

### **Announcement of result**

**3.14** The chair of a general meeting must announce the outcome of each vote and that outcome must be recorded in the minutes of the meeting.

### **Proxy voting not permitted**

**3.15** Voting by proxy is not permitted.

### **Matters decided at general meeting by ordinary resolution**

**3.16** A matter to be decided at a general meeting must be decided by ordinary resolution unless the matter is required by the Act or these Bylaws to be decided by special resolution or by another resolution having a higher voting threshold than the threshold for an ordinary resolution.

## **PART 4 – DIRECTORS**

### **Number of directors on Board**

**4.1** The Society must have no fewer than 3 and no more than 11 directors.

### **Election or appointment of directors**

**4.2** At each annual general meeting, the voting members entitled to vote for the election or appointment of directors must elect or appoint the Board.

#### **Directors may fill casual vacancy on Board**

- 4.3 The Board may, at any time, appoint a member as a director to fill a vacancy that arises on the Board as a result of the resignation, death or incapacity of a director during the director's term of office.

#### **Term of appointment of director filling casual vacancy**

- 4.4 A director appointed by the Board to fill a vacancy ceases to be a director at the end of the unexpired portion of the term of office of the individual whose departure from office created the vacancy.

### **PART 5 – DIRECTORS' MEETINGS**

#### **Calling directors' meeting**

- 5.1 A directors' meeting may be called by the president or by any 2 other directors.

#### **Notice of directors' meeting**

- 5.2 At least 2 days' notice of a directors' meeting must be given unless all the directors agree to a shorter notice period.

#### **Proceedings valid despite omission to give notice**

- 5.3 The accidental omission to give notice of a directors' meeting to a director, or the non-receipt of a notice by a director, does not invalidate proceedings at the meeting.

#### **Conduct of directors' meetings**

- 5.4 The directors may regulate their meetings and proceedings as they think fit.

#### **Quorum of directors**

- 5.5 The quorum for the transaction of business at a directors' meeting is a majority of the directors.

### **PART 6 – BOARD POSITIONS**

#### **Election or appointment to Board positions**

- 6.1 Directors must be elected or appointed to the following Board positions, and a director, other than the president, may hold more than one position:
- (a) president.
  - (b) vice-president.
  - (c) secretary.
  - (d) treasurer.

#### **Directors at large**

- 6.2 Directors who are elected or appointed to positions on the Board in addition to the positions described in these Bylaws are elected or appointed as directors at large.

#### **Role of president**

- 6.3 The president is the chair of the Board and is responsible for supervising the other directors in the execution of their duties.

#### **Role of vice-president**

- 6.4 The vice-president is the vice-chair of the Board and is responsible for carrying out the duties of the president if the president is unable to act.

### **Role of secretary**

- 6.5** The secretary is responsible for doing, or making the necessary arrangements for, the following:
- (a) issuing notices of general meetings and directors' meetings.
  - (b) taking minutes of general meetings and directors' meetings.
  - (c) keeping the records of the Society in accordance with the Act.
  - (d) conducting the correspondence of the Board.
  - (e) filing the annual report of the Society and making any other filings with the registrar under the Act.

### **Absence of secretary from meeting**

- 6.6** In the absence of the secretary from a meeting, the Board must appoint another individual to act as secretary at the meeting.

### **Role of treasurer**

- 6.7** The treasurer is responsible for doing, or making the necessary arrangements for, the following:
- (a) receiving and banking monies collected from the members or other sources.
  - (b) keeping accounting records in respect of the Society's financial transactions.
  - (c) preparing the Society's financial statements.
  - (d) making Society's filings respecting taxes.

## **PART 7 – REMUNERATION OF DIRECTORS AND SIGNING AUTHORITY**

### **Remuneration of directors**

- 7.1** These Bylaws do not permit the Society to pay to a director remuneration for being a director, but the Society may, subject to the Act, pay remuneration to a director for services provided by the director to the Society in another capacity.

### **Signing authority**

- 7.2** A contract or other record to be signed by the Society must be signed on behalf of the Society
- (a) by the president, together with one other director,
  - (b) if the president is unable to provide a signature, by the vice-president together with one other director,
  - (c) if the president and vice-president are both unable to provide signatures, by any 2 other directors, or
  - (d) in any case, by one or more individuals authorized by the Board to sign the record on behalf of the Society.

# APPENDIX F

## Changes to the Societies Act

The Societies Act was introduced in 2016. Its introduction provided societies in B.C. with a new user-friendly legal framework. This year some refinements will be made to the Act. These changes will increase clarity, readability, fill gaps, and address concerns that have been identified since the introduction of the new Act.

This table has been created to give society directors, members, and others involved with societies a summary of the changes that are most likely to be of interest. For readability, we have not included all details or listed all upcoming amendments. This table is provided for guidance only; it is not legal advice.

Last update to the table: May 4, 2023

Topic	What does the change do?	Date effective
<b>Bylaws</b>	<ul style="list-style-type: none"> <li>Provides rules around directors' period of holding office.</li> </ul>	May 4 2023
	<ul style="list-style-type: none"> <li>Makes allowances for conflicted directors or senior managers to remain in a meeting.</li> </ul>	May 4 2023
<b>Register of directors</b>	<ul style="list-style-type: none"> <li>The date directors start and cease to be directors must now be included on the register of directors.</li> </ul>	May 4 2023
<b>Register of members</b>	<ul style="list-style-type: none"> <li>The <b>only</b> information allowed on the register of members will be the name and contact information of each member and class of membership (if applicable).</li> </ul>	May 4 2023
<b>Errors in the statement of directors and registered office</b>	<ul style="list-style-type: none"> <li>Societies will be obligated to file a notice of correction if they become aware of an error in their statement of directors and registered office.</li> </ul>	May 4 2023
	<ul style="list-style-type: none"> <li>A new application will be introduced for individuals to apply to the registrar to have their name removed from a statement of directors and registered office when it is included in error.</li> </ul>	May 4 2023
<b>Access to records</b>	For societies that restrict members' rights to inspect the register of members: <ul style="list-style-type: none"> <li>Limitations are being placed on what an individual may use a copy of the register of members for.</li> </ul>	May 4 2023
	For all societies: <ul style="list-style-type: none"> <li>When making a record available for pick up the society must send the recipient a notice that the record is available.</li> </ul>	May 4 2023
<b>Disclosure of remuneration</b>	<ul style="list-style-type: none"> <li>Requires societies to disclose the remuneration of <b>all</b> employees and contractors over the prescribed amount (currently \$75,000).</li> </ul>	May 4 2023



<b>Directors</b>	<ul style="list-style-type: none"> <li>• Directors without a term of office will cease to hold office at close of the first AGM after becoming a director (unless the bylaws provide otherwise).</li> <li>• Allows a person who was incapable of managing their own affairs but has since been found otherwise to be a director.</li> </ul>	May 4 2023
<b>Meetings</b>	<ul style="list-style-type: none"> <li>• Provides that minutes must be kept for general meetings only and not for other gatherings.</li> </ul>	May 4 2023
	<ul style="list-style-type: none"> <li>• Directors may only pass a directors' resolution without a meeting if they have already sent a copy of the resolution to all directors. Passing the resolution requires all the directors to consent (or a lesser number of directors if allowed by the bylaws).</li> </ul>	May 4 2023
	<ul style="list-style-type: none"> <li>• Alternative directors or proxy voting at directors' meetings will be prohibited.</li> </ul>	May 4 2023
	<ul style="list-style-type: none"> <li>• If a director or senior manager is reasonably unaware of a conflict of interest, they are not required to disclose that conflict.</li> </ul>	May 4 2023
	<ul style="list-style-type: none"> <li>• Directors can ask a conflicted director or senior manager to remain in a board meeting to provide information. A single director can ask the conflicted person to stay unless the bylaws provide for a different number of directors who must agree.</li> </ul>	May 4 2023
<b>Meeting documents and notices</b>	<ul style="list-style-type: none"> <li>• The word limit for a requisition of a general meeting is increasing from 200 to 500 words.</li> </ul>	May 4 2023
	<ul style="list-style-type: none"> <li>• A notice of a general meeting must be written and contain certain information, including date, time, location and any special resolution to be submitted during the meeting. The notice must be sent before or at the same time the notice of the meeting is published or posted.</li> </ul>	May 4 2023
	<ul style="list-style-type: none"> <li>• If a society has 100 members a notice of general meeting may be sent by email to every member as well as published in a newspaper or posted on a website, if permitted by the bylaws.</li> </ul>	May 4 2023
<b>Member proposals</b>	<ul style="list-style-type: none"> <li>• Requirements for member proposals will now: <ul style="list-style-type: none"> <li>○ Allow the word limit to be 500 words</li> <li>○ Requires the member who submitted the proposal to be present at the meeting</li> <li>○ Must include any special resolution that may be required to be considered</li> <li>○ A proposal does not need to be considered if it is substantially the same matter was already considered at a recent general meeting</li> </ul> </li> </ul>	May 4 2023

<b>Member proxy voting</b>	<ul style="list-style-type: none"> <li>Proxy voting is not allowed unless the bylaws provide the option.</li> </ul>	May 4 2023
<b>Record keeper (NEW REQUIREMENT)</b>	<ul style="list-style-type: none"> <li>A society that voluntarily dissolves must pass and file an ordinary resolution appointing a record keeper.</li> <li>If the society is dissolved by the registrar, the record keeper will be the person who was the keeper of the records before the dissolution.</li> <li>The records must be kept in B.C., or, if the records are electronic, they must be available for inspection at a location in B.C.</li> <li>The record keeper must keep the records in a complete state and avoid loss or damage.</li> <li>The record keeper will be authorized to impose fees (up to the amount in the regulations), a notice period, and reasonable restrictions on the times during which a person may access the records. They may send copies or provide them for pick up.</li> <li>It will be an offense for a record keeper to deny access to records to a person who is entitled to access them.</li> </ul>	May 4 2023
<b>Restorations</b>	<ul style="list-style-type: none"> <li>Extension of a limited restoration and conversion of a limited restoration to a full restoration will become possible.</li> </ul>	May 4 2023
<b>Member-funded societies</b>	<ul style="list-style-type: none"> <li>Member-funded societies may receive testamentary disposition from a former member, director or senior manager or a relative of these individuals without losing them member-funded status.</li> </ul>	May 4 2023

## Extra provincial Non-Share Corporations

Topic	What does the change do?	Date effective
<b>Attorney filings</b>	<ul style="list-style-type: none"> <li>An extra provincial non-share corporation may remove an attorney by filing a notice with the registrar.</li> <li>An attorney who wants to resign must give resignation to society at least two months before date resignation is in effect and must file a notice of resignation with the registrar.</li> </ul>	May 4 2023
<b>Name</b>	<ul style="list-style-type: none"> <li>Requires that an extra provincial non-share corporation must reserve its own name if it is available to use in B.C.</li> </ul>	May 4 2023
<b>Annual report</b>	<ul style="list-style-type: none"> <li>An extra provincial non-share corporation will not need to file an annual report in the year it first registers.</li> </ul>	May 4 2023

# APPENDIX G

## SAMPLE STRATEGIC PLANNING TEMPLATE

This Strategic Planning template is designed to walk your team through a basic planning process that gets the team to action. The template does not generate strategic content. It is recommended that if the team is not confident in the strategic planning process that they seek expertise that could facilitate a planning session. Facilitation is not necessary but can be useful to draw out organizational purpose and longer-term goals.

### Setting the stage

Club Name

Successes of Past Year

Anticipated Challenges Coming Up

## MISSION

A focused description of the organization's purpose

## VISION

Envision what the result will be of the work the club is going to put in, at the end of this plan period.

## WHO WE SERVE

Membership / Audience Demographic

## MARKETING & COMMUNICATIONS PLAN

Make a goal statement of how you are going to share this plan with stakeholders.

## VALUES

Values help guide your organization and help the organization achieve its vision and mission. List the club's values that will help guide this strategic plan. Include a sentence that describes how the value applies to your club. You can choose from the list below or create your own. (Five or Six Values is sufficient.)

- Integrity
- Teamwork
- Partnership
- Honesty
- Communication
- Respect
- Safety
- Attitude
- Customer Service
- Trustworthiness
- Diversity
- Individuality
- Creativity
- Growth
- Achievement
- Competence
- Accountability
- Community
- Quality
- Commitment to Success
- Ethics
- Inspiration
- Professionalism
- Fairness
- Responsibility
- Consistency
- Empowerment
- Fun
- Risk-Taking
- Efficiency
- Balance
- Loyalty
- Optimism
- Reliability
- 

1	Value One	Sentence One
2		
3		
4		
5		
6		





SITUATIONAL ANALYSIS (SWOT): The purpose of the SWOT is to note strengths to leverage and weaknesses to mitigate when achieving your goals. This process creates organizational awareness that will help build better actions.

## strengths

- + Strength One
- + Strength Two
- + Strength Three
- + Strength Four

# S

# W

## weaknesses

- Weakness One
- Weakness Two
- Weakness Three

# O

# T

- + Opportunity One
- + Opportunity Two
- + Opportunity Three
- + Opportunity Four

## opportunities

- Threat One
- Threat Two
- Threat Three

## threats

## SMART OBJECTIVES

S-Specific, M-Measurable, A-Achievable, R-Realistic, T-Timebound

- What are your key objectives in the next 3 to 5 years. These should align with the club's vision.

List 3 to 5

1	Example: Objective One – to increase fundamentalz membership by 25% by 2025.
2	Example: Objective Two – to have year-round programming for all age groups, that breakeven or better, by 2026.
3	Example: Objective Three – for the club to own and operate its own on snow air bag facility by December 2024.
4	
5	

## COMMUNICATION OF STRATEGIC GOALS

WHAT THE AUDIENCE NEEDS TO HEAR	
BEST WAY TO COMMUNICATE AND WHEN	



## MEASUREMENTS OF SUCCESS

For each goal describe how you will know when you have been successful. What is the measure that the board is looking for?

MEASURABLE COMPONENT OF THE GOAL	BY WHEN	HOW WE WILL MEASURE
Example: Fundamentalz registration numbers for the winter season program.	December 31 <sup>st</sup> of 2025	We will use Snow Reg final registration numbers of those that have fully paid.

## ACTION PLANS

There are several ways to build your action plan. This template looks at actions by operating year. Another way is to list each goal and build multiyear action plans. There is no wrong way to build actions. The key is that the actions align with achieving the goal, they align with your values, and are within the scope of the non-profit. NOTE: Action plans are very organic. They may, most likely will, change throughout the strategic plan period.

Annual actions should flow to your annual operating plan, Board Responsibility plan (board meetings), and tracked to completion like other operational tasks.

### YEAR ONE – 20XX

BEGIN & END DATES	ACTION	RESOURCES: Cost, T

## YEAR TWO – 20XX

BEGIN & END DATES	ACTION	RESOURCES: Cost, Time, Team Members

## YEAR THREE – 20XX

BEGIN & END DATES	ACTION	RESOURCES: Cost, Time, Team Members

## YEAR FOUR – 20XX

BEGIN & END DATES	ACTION	RESOURCES: Cost, Time, Team Members



# APPENDIX H

## CONFIDENTIAL INFORMATION & INTELLECTUAL PROPERTY POLICY:

Updated: \_\_\_\_\_

### PURPOSE

Board members of a non-profit corporation are in a fiduciary relationship with the corporation. This means that they are obliged to act honestly and in good faith in respect of the corporation. The purpose of this policy is to explain how (*the club*) expects Directors for the Board to treat confidential information and intellectual property and ensure the protection of confidential information that is proprietary to the Club.

### SCOPE

This policy applies to all Directors of the Board, non-board committee members, and staff that attend board meetings, sub-committee meetings, or have access to information that the Board of Directors deems confidential.

### CONFIDENTIAL INFORMATION

1. Board members, non-board committee members, and staff of (*the club*) are not to disclose or discuss with another person or entity, or to use for their own purpose, confidential information concerning the organization's affairs received in their capacity as directors, unless the board authorizes such disclosure. Confidential information may include, but not limited to, information about the Club's members, suppliers, finances, and business plans. Confidential information may relate to a conflict of interest within the board or even individual statements made during the course of decision-making.
2. Board members, non-board committee members, and staff of (*the club*) will not make statements to the press or the public unless authorized to do so by the board.
3. Confidential information that is to be shared must be done through a motion of the Board of Directors and recorded in the meeting minutes.

### INTELLECTUAL PROPERTY

4. Any intellectual property, such as trademarks, copyrights and patents, and any work created by an employee or contractor in the course of employment at the Club shall be the property of (*the club*) and Directors, employees, and contractors are deemed to have waived all rights in favour of (*the club*).

### ENFORCEMENT

5. The organizational consequences of a confidentiality breach at the board level could be very detrimental to the organization. If board members do not have confidence that their colleagues will keep board discussions in confidence, the organization's governance will suffer, since good governance requires full and frank disclosure at the board level. In addition, individuals, or the organization itself may be harmed by the inappropriate disclosure of information.

6. Breaches of this policy could result in disciplinary action and, possibly, legal action.
  - a. All breaches of this policy will be investigated.
  - b. This policy is binding even after separation from the Board of Directors at (*the club*).

## CONFLICT OF INTEREST POLICY:

Updated: \_\_\_\_\_

### PURPOSE

*(The Club)* is committed to a high standard of ethical conduct in its activities and expects its directors, officers, and employees to do the same. The purpose of this policy is to protect the interests of the organization when considering a transaction that could privately benefit a director, offices, or another decision-maker.

### SCOPE

This policy applies to all Directors of the Board, non-board committee members, and staff that attend board meetings, sub-committee meetings, or transactions on behalf of the Club.

### DEFINITIONS

1. **Conflict of Interest:** A conflict of interest exists when a party has an interest in a matter concerning the Club that is in direct or indirect conflict with the interest of *(the club)*. Conflicts may arise when a board member has competing financial interests or opposing personal relationships with the Club or are related to a person with a competing interest. Conflicts of Interest may also arise where an interested party has decision-making authority in an entity that may be involved in a business relationship or financial transaction with the Club.
2. **Potential Conflict of Interest:** This occurs when a director, officer, non-board committee member, or staff person acknowledges that a conflict of interest may occur if no action for improvement is taken. It is expected that someone who has a potential conflict of interest will follow the Disclosure process noted below. Potential conflicts of interest must be treated with care so as not to cause unnecessary damage to the Club.

### DISCLOSURE OF CONFLICT

1. Any person who suspects that a conflict of interest or potential conflict of interest may arise with respect to any activity is required to disclose the conflict or potential conflict to *(the club)* as soon as possible so the situation can be assessed by the Board. Conflicted parties should disclose, at a minimum:
  - a. All material facts
  - b. Any potential or existing financial interest
  - c. Any potential or existing competing interest
  - d. Any personal or potential transaction
2. Disclosures can be made to the President/Chair of the Board or the full board of directors.
3. **Disqualification:** A Director, officer, non-board committee member, or staff person must inform the Club when they intend to not attend a meeting or vote because they believe the Club will act on a matter in which they have a conflict of interest.

### ENFORCEMENT

1. The organizational consequences of a confidentiality breach at the board level could be very detrimental to the organization. If board members do not have confidence that their colleagues will keep board discussions in confidence, the organization's governance will

suffer, since good governance requires full and frank disclosure at the board level. In addition, individuals, or the organization itself may be harmed by the inappropriate disclosure of information.

2. Breaches of this policy could result in disciplinary action and, possibly, legal action.
  - a. All breaches of this policy will be investigated.
  - b. This policy is binding even after separation from the Board of Directors of (*the club*).

## PRIVACY POLICY

Updated: September 2023

### PURPOSE

*(The Club)* is committed to protecting the privacy and security of personal information held about its members, staff, and directors. Our purpose is to assure anyone who does business with us that the *(the club)* complies with BC's *Personal Information and Privacy Act* (PIPA) and Canada's *Anti-Spam Legislation*. This policy explains how we collect, use, disclose and safeguard personal information.

We will inform our members why and how we collect, use, and disclose their personal information, obtain their consent where required, and only handle their personal information reasonably and appropriately.

### DEFINITIONS

1. These terms will have these meanings in this policy:
  - a. **"Personal Information"** – means information about an identifiable individual. For example, but not limited to name, age, home address and phone number, registration numbers, medical information, email address, and mobile phone number.
  - b. **"Contact information"** – means information that would enable an individual to be contacted at a place of business and includes name, position name or title, business telephone number, business address, business email or business fax number. This policy or PIPA does not cover contact information.
  - c. **"Privacy Officer"** – means the individual responsible for ensuring that *(the club)* complies with this policy and PIPA.
  - d. **"Members"** – all categories of membership within *(the club)*, as well as all individuals engaged in activities with *(the club)*, including but not limited to athletes, coaches, volunteers, staff, directors, officers, administrators, contractors, and parents.

### SCOPE

2. This Personal Information Protection Policy applies to *(the club)*. This policy also applies to any service providers collecting, using, or disclosing personal information on behalf of *(the club)*.

### COLLECTION AND USE OF PERSONAL INFORMATION

3. Unless the purposes for collecting personal information are obvious and the member voluntarily provides personal information, we will communicate the purposes for which personal information is being collected, either orally or in writing, before or at the time of collection. Personal information may be collected through a variety of methods: phone, mail, email, social media, online, or in-person.
4. *(the club)* collects personal information to better serve our members and to expand our community support. This includes for the purposes.
  - a. To verify identity.



- b. To identify member preferences.
- c. To deliver requested programs and services.
- d. To reach out to community supporters and donors.
- e. To guarantee a travel or hotel reservation.
- f. To process a newsletter subscription,
- g. To enroll the member in a program.
- h. To enroll the member with a third-party service provider.
- i. To send out association membership information.
- j. To contact our members for fundraising and events.
- k. To ensure a high standard of service for our members.
- l. To meet regulatory requirements.
- m. To communicate and invite participation in events.
- n. To collect and process payments.
- o. For audit purposes.

#### CONSENT

5. We will obtain members' consent to collect, use or disclose personal information (except where, as noted below, we are authorized to do so without consent).
6. Consent can be provided orally, in writing, electronically, through an authorized representative, or it can be implied where the purpose for collecting, using or disclosing the personal information would be considered obvious and the member voluntarily provides personal information for that purpose.
7. Consent may also be implied when a member is given notice and a reasonable opportunity to opt out of their personal information for mail-outs, marketing new services or products, or fundraising and the member does not opt-out.
8. Subject to certain exceptions (e.g., the personal information is necessary to provide the service or product, or the withdrawal of consent would frustrate the performance of a legal obligation), members can withhold or withdraw their consent for *(the club)* to use their personal information in certain ways. A member's decision to withhold or withdraw their consent to certain uses of personal information may restrict our ability to provide a particular service or product. If so, we will explain the situation to assist the members in deciding.
9. We may collect, use, or disclose personal information without the member's knowledge or consent in the following limited circumstances:
  - a. When the collection is clearly in the interests of the individual and consent cannot be obtained in a timely way,
  - b. When the collection is necessary for the medical treatment of the individual and the individual is unable to give consent,
  - c. If the collection is necessary to determine the individual's suitability (i) to receive an honour, award, or similar benefit, including an athletic award, scholarship, or bursary, or (ii) to be selected for a team or program,
  - d. When the collection, use or disclosure of personal information is permitted or required by law.
  - e. In an emergency that threatens an individual's life, health, or personal security,
  - f. When personal information is available from a public source (e.g., posted online).
  - g. When we require legal advice from a lawyer,

- h. To collect debt.
- i. To protect ourselves from fraud.
- j. To investigate an anticipated breach of an agreement or a contravention of law.

#### USING AND DISCLOSING PERSONAL INFORMATION

- 10. We will only use or disclose the member's personal information where necessary to fulfill the purposes identified at the time of collection or for a purpose reasonably related to those purposes, such as:
  - a. To conduct member surveys to enhance the provision of our services.
  - b. To contact our members directly about programs and services.
  - c. To publicize specific personal information at an event (e.g., age on personal bio at an event, displaying member age on posted scores/results, etc.
  - d. To facilitate member programs using third-party service providers.
  - e. Whereas needed for approved sanctions.
- 11. We will not use or disclose a member's personal information for any additional purpose unless we obtain consent to do so.
- 12. We will not sell member lists or personal information to other parties.

#### RETAINING PERSONAL INFORMATION

- 13. Suppose we use a member's personal information to decide directly affecting the member. In that case, we will retain that personal information for at least one year so that the member can request access.
- 14. We will retain members' personal information only as long as necessary to fulfill the identified purposes or a legal or business purpose.

#### ENSURING ACCURACY OF PERSONAL INFORMATION

- 15. We will make reasonable efforts to ensure that a member's personal information is accurate and complete where it may be used to decide on the member or disclosed to another organization.
- 16. Members may request corrections to their personal information to ensure its accuracy and completeness. A request to correct personal information must be made in writing and provide sufficient detail to identify the personal information and the correction being sought.
- 17. A request for correcting personal information should be forwarded to the (*the club resource*).
- 18. Suppose the personal information is demonstrated to need to be more accurate or complete. In that case, we will correct the information as required and, if needed, send the corrected information to any organization to which we disclosed the personal information in the previous year. We will note the member's correction request in the file if the correction is not made.

#### SECURING PERSONAL INFORMATION

- 19. We are committed to ensuring the security of members' personal information to protect it from unauthorized access, collection, use, disclosure, copying, modification disposal or similar risks.

20. The following security measures will be followed to ensure that members' personal information is appropriately protected:
  - a. the use of locked filing cabinets.
  - b. physically securing offices where personal information is held.
  - c. the use of user IDs, passwords, encryption, and firewalls.
  - d. restricting employee, contractor, and volunteer access to personal information as appropriate (i.e., only those that need to know will have access; contractually requiring any service providers to provide comparable security measures).
21. We will use appropriate security measures when destroying member's personal information, such as:
  - a. shredding documents,
  - b. deleting electronically stored information.
22. We will continually review and update our security policies and controls as technology changes to ensure ongoing personal information security.

#### PROVIDING MEMBERS ACCESS TO PERSONAL INFORMATION

23. Members have a right to access their personal information, subject to limited exceptions. A full listing of the exceptions to access can be found in section 23 of PIPA.
24. A request to access personal information must be made in writing and provide sufficient detail to identify the information being sought.
25. Upon request, we will also tell members how we use their personal information and to whom it has been disclosed, if applicable.
26. We will make the requested information available within 30 business days or provide written notice of an extension where additional time is required.
27. A minimal fee may be charged for providing access to personal information. Where a fee may apply, we will inform the member of the cost and request further direction from the member on whether we should proceed with the request.
28. If a request is refused in full or in part, we will notify the member in writing, providing the reasons for refusal and the recourse available to the member.

#### QUESTIONS AND COMPLAINTS: THE ROLE OF THE PRIVACY OFFICER

29. The Privacy Officer, (*insert club privacy officer*), ensures (*the club*) complies with this policy and the Personal Information Protection Act.
30. Members should direct any complaints, concerns or questions regarding (*the club*) compliance in writing to the Privacy Officer. If the Privacy Officer cannot resolve the concern, the member may also write to the Information and Privacy Commissioner of British Columbia.
31. Contact information for (*the club's*) Privacy Officer: (*enter email or phone#*)

# APPENDIX I

## Sample Board Road Map for Operating Year

### Notes:

- This is a sample taken from Silver Star Freestyle Club. This will not replicate your Road Map.
- Monthly responsibilities are pro-active reminders for the board.
- They can either help form your monthly meeting agenda or be reviewed as part of the agenda.
- Status column helps board keep track of what items are still in progress or complete
- Actions flow from the responsibilities of who is doing what by when. Sometime a lot of these become sub-committee actions if the board is using that format.
- This tool should be shared with all board members so they can come prepared to meetings.
- It is also a good orientation tool for new board members.

### May

Responsibility:	Status:
• Apply for Gaming Grant and Funtastic Grant	
• Post Summer Training Program Schedule: Open registration in May	
• Complete Budget: note final budget update completed in July.	

### June

Responsibility:	Status:
• Organize summer maintenance schedule of Air Site, Mogul Trailer, and Air Bag site project.	
• Advertise Club in Facilities guide.	
• Develop fall training programs.	

### July

Responsibility:	Status:
• Post fall training programs and open registration:	
• Plan AGM. Set up committee.	
• Develop fundraising schedule for Fall and Winter	
• Develop communications plan for Fall and Winter	
• Develop Winter Program Schedule and budget	
• Review Sponsor program and Develop list of Sponsors for next donor period.	
• Confirm Timber Tour schedule with BC Freestyle <ul style="list-style-type: none"> <li>◦ Communicate with club members.</li> </ul>	
• Draft Event Calendar: Snowboard, Timber Tour, Jr. Nationals, COT, SS Mountain, Hot Dog Mogul Event, Regional Events <ul style="list-style-type: none"> <li>◦ Distribute to club members</li> </ul>	
• Marketing plan for upcoming winter season	

## August

Responsibility:	Status:
<ul style="list-style-type: none"> <li>Start coach hiring, training, and criminal record checks.</li> </ul>	
<ul style="list-style-type: none"> <li>Review and revise coach orientation and coach development plan. (Training)</li> </ul>	
<ul style="list-style-type: none"> <li>Organize a Coach season opener event and meet and greet.</li> </ul>	
<ul style="list-style-type: none"> <li>Head coaches to start building YTPs. Due to board end of November.</li> </ul>	
<ul style="list-style-type: none"> <li>Set up parent meetings and communications for December programs.</li> </ul>	
<ul style="list-style-type: none"> <li>Complete registration material to send all club members.</li> </ul>	
<ul style="list-style-type: none"> <li>Build volunteer needs plan for November and December. Post on Genius.</li> </ul>	

## September

Responsibility:	Status:
<ul style="list-style-type: none"> <li>Promote winter programs in schools.</li> </ul>	
<ul style="list-style-type: none"> <li>Confirm Coach jacket's for winter season.</li> </ul>	
<ul style="list-style-type: none"> <li>Fall promotions for winter programs. See communication schedule.</li> </ul>	
<ul style="list-style-type: none"> <li>Order sponsor flags from Speedpro.</li> </ul>	
<ul style="list-style-type: none"> <li>Annual Policy Manual review. Revisions to be completed before Nov 1.</li> </ul>	
<ul style="list-style-type: none"> <li>Start preparing for AGM.</li> </ul>	
<ul style="list-style-type: none"> <li>Finalize details of MOU with Silver Star Mountain</li> </ul>	
<ul style="list-style-type: none"> <li>Put together event coordinator teams for Events.</li> </ul>	
<ul style="list-style-type: none"> <li>Club Swag and Apparel for upcoming season</li> </ul>	

## October

Responsibility:	Status:
<ul style="list-style-type: none"> <li>Confirm Head Coaches for season and make announcements.</li> </ul>	
<ul style="list-style-type: none"> <li>Organize volunteer program.               <ul style="list-style-type: none"> <li>Create draft schedule of when volunteers will be needed and for what.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>Review Coach Development plan and ensure on track.</li> </ul>	
<ul style="list-style-type: none"> <li>Final Prep for November AGM</li> </ul>	

## November

Responsibility:	Status:
<ul style="list-style-type: none"> <li>Complete coach hiring, training, and criminal record checks.</li> </ul>	
<ul style="list-style-type: none"> <li>Finalize a Coach season opener event and meet and greet.</li> </ul>	
<ul style="list-style-type: none"> <li>Head coaches to present coaching plans for December to Board.</li> </ul>	
<ul style="list-style-type: none"> <li>Final check and prep on parent meetings and communications for December programs.</li> </ul>	
<ul style="list-style-type: none"> <li>Opening day prep for December and January programs.</li> </ul>	
<ul style="list-style-type: none"> <li>Communicate and organize volunteer needs for December</li> </ul>	
<ul style="list-style-type: none"> <li>Host AGM</li> </ul>	



## December

Responsibility:	Status:
<ul style="list-style-type: none"> <li>• Communicate and organize volunteer needs for January.</li> </ul>	
<ul style="list-style-type: none"> <li>• Finalize details for Xmas Camp and ensure volunteer requests are in and assigned.</li> </ul>	
<ul style="list-style-type: none"> <li>• Event committees to report out to board on progress.</li> </ul>	
<ul style="list-style-type: none"> <li>• Finalize details for January program registration/opening day.</li> </ul>	

## January

Responsibility:	Status:
<ul style="list-style-type: none"> <li>• Apply for Via Sport Grant (if eligible)</li> </ul>	
<ul style="list-style-type: none"> <li>• Calendar year grant opportunities and plan for application</li> </ul>	
<ul style="list-style-type: none"> <li>• Event Committee report out to the board.</li> </ul>	

## February

Responsibility:	Status:
<ul style="list-style-type: none"> <li>• Spring Training Schedule plan</li> </ul>	
<ul style="list-style-type: none"> <li>• Begin planning for March wrap up activities. Create a board action list.               <ul style="list-style-type: none"> <li>○ Coach and athlete presentations and awards.</li> <li>○ Coach report cards and evaluations.</li> <li>○ Parent survey</li> </ul> </li> </ul>	

## March

Responsibility:	Status:
<ul style="list-style-type: none"> <li>• Review year end wrap up activities.</li> </ul>	
<ul style="list-style-type: none"> <li>• Coach Wrap up event</li> </ul>	
<ul style="list-style-type: none"> <li>• Post Spring Training programs</li> </ul>	
<ul style="list-style-type: none"> <li>• BC Gaming Grant Application process</li> </ul>	
<ul style="list-style-type: none"> <li>• BC Societies report out.</li> </ul>	
<ul style="list-style-type: none"> <li>• Final communications to athletes and parents.</li> </ul>	

## April

Responsibility:	Status:
<ul style="list-style-type: none"> <li>• Review year end wrap up activities.</li> </ul>	
<ul style="list-style-type: none"> <li>• BC Gaming Grant Application process</li> </ul>	
<ul style="list-style-type: none"> <li>• BC Societies report out.</li> </ul>	
<ul style="list-style-type: none"> <li>• Build next years Board Road Map.</li> </ul>	

**Actions Items from Road Map**

<b>Action</b>	<b>Who</b>	<b>When</b>
•		
•		
•		
•		
•		
•		
•		
•		

# APPENDIX J

## SOCIETIES ACT REQUIREMENTS:

### Annual general meetings

**71** (1) Subject to subsections (2) and (3), the directors of a society must call annual general meetings so that an annual general meeting is held in each calendar year.

(2) A society is not required to hold an annual general meeting in the calendar year in which the society is incorporated.

(3) On the application of a society made on or before December 31 of a calendar year in which an annual general meeting of the society must be held under subsection (1), the registrar may authorize the society, on any terms the registrar considers appropriate, to hold the annual general meeting on or before a specified date that is not later than March 31, or if a later date is prescribed, that later date, in the following calendar year, in which event

(a) the meeting must be held on or before the date specified by the registrar, and

(b) if the meeting is held in accordance with paragraph (a) of this subsection, the meeting is deemed, for the purposes of this Act, to have been held in the preceding calendar year and not in the calendar year in which the meeting is actually held.

### Deemed annual general meeting

**72** (1) An annual general meeting is deemed, for the purposes of this Act, to have been held in accordance with section 71 if

(a) the matters that must, under this Act or the bylaws, be dealt with at that meeting, including the presentation under section 35 (1) [*financial statements*] of the financial statements and auditor's report, if any, to the members, are dealt with in a resolution, and

(b) all of the voting members consent in writing to the resolution on or before the date by which the annual general meeting must be held under section 71.

(2) If an annual general meeting is deemed to have been held under subsection (1),

(a) the meeting is deemed to have been held on the date on which the last voting member consents to the resolution referred to in that subsection or on any later date, specified in the resolution, that falls on or before the date by which the annual general meeting must be held under section 71, and

(b) the requirements under this Act and the bylaws in respect of calling, giving notice of and holding the annual general meeting are deemed to have been met.

### Society must file annual report

**73** (1) A society must, within 30 days after an annual general meeting is held, file with the registrar an annual report that includes the date on which the meeting was held.

(2) Unless subsection (3) applies, if a society fails to hold an annual general meeting in a calendar year as required under section 71 (1) [*annual general meetings*], the society must file with the registrar, on or before January 31 of the calendar year following the calendar year in which the meeting was required to be held, an annual report indicating that an annual general meeting was not held.

(3) If the registrar specifies under section 71 (3) a date on or before which an annual general meeting must be held and if, contrary to section 71 (3) (a), an annual general meeting is not held on or before that date, the society must, within 30 days after that date, file an annual report indicating that an annual general meeting was not held.

(4) If each of the annual reports of a society for 2 consecutive calendar years indicates that an annual general meeting was not held, the registrar may send to the society a notice that the society may be dissolved under section 214 [*involuntary dissolution by registrar*] unless the society

- (a) holds an annual general meeting in the calendar year in which the notice is sent, and
- (b) indicates in an annual report filed with the registrar for that calendar year that the annual general meeting referred to in paragraph (a) of this subsection was held.

### *Notice of general meeting*

77 (1) Written notice of the date and time and, if applicable, the location of a general meeting must be sent to every member of the society

(a) at least

(i) 14 days before the meeting, unless subparagraph (ii) applies, or

(ii) the number of days before the meeting specified in the bylaws, if the number of days so specified is at least 7 days, and

(b) not more than 60 days before the meeting.

(2) Notice of a general meeting of a society that has more than 250 members is, if permitted by the bylaws, deemed to have been sent under subsection (1) if

(a) notice of the date and time and, if applicable, the location of the meeting has been sent, to every member of the society who has provided an email address to the society, by email to that email address, and

(b) notice of the date and time and, if applicable, the location of the meeting

(i) is published, at least once in each of the 3 weeks immediately before the meeting, in one or more newspapers identified in the bylaws, or

(ii) is posted, throughout the period commencing at least 21 days before the meeting and ending when the meeting is held, on a website that is maintained by or on behalf of the society and is accessible to all of the members of the society.

(2.1) If a general meeting is an electronic meeting, the notices under this section must also contain instructions for attending and participating in the meeting by telephone or other communications medium, including, if applicable, instructions for voting at the meeting.

(3) The accidental omission to send notice of a general meeting to a member, or the non-receipt of notice by a member, does not invalidate any proceedings at the meeting

## **AGM CHECKLIST:**

### **4-6 months before the AGM**

- Create a process for accepting director nominations
- Begin preparing financial information and the annual audit (if you are having one done)
- Set a date for the AGM
- Request committees to start flagging potential decisions that need member approval

### **3-4 months before the AGM**

- Select a meeting venue (or online format) and reserve the space
- Request reports from relevant committees and officers to include in the annual report
- If applicable, prepare a budget for board and member approval

### **2 months before the AGM**

- Make arrangements for food and speakers (if required)
- Identify all audiovisual requirements and locate the necessary equipment
- Board approves all necessary reports and resolutions including:
  - Reports to be included in the annual report
  - Recommendation of auditor
  - Proposed resolutions
  - Budget
- Issue a call for nominations

- Set the agenda for the meeting
- Identify roles and responsibilities
- Notify members of the meeting date

### **1 month before the AGM**

- Issue formal notice of the meeting to the members
- Confirm presentations from speakers including:
  - President or Chair
  - Head Coach/Program Director
  - Treasurer
  - Committee chairs
  - Auditor (if applicable)
  - Guest speaker (if scheduled)
- Compile annual report for publication
- Prepare speaking notes and an annotated agenda for the meeting chair

### **2 weeks before AGM**

- Ensure all materials are available to members on the website
- Complete a seating plan and system for registration (e.g., print sign-in sheets)
- Confirm process for voting and collecting ballots
- Confirm arrangements for food, guest speaker, audio-visual equipment
- Check-in with meeting space staff

### **A few days/the day before the AGM**

- Complete a test run of the AGM (if required)
- Finalize all speaking notes
- Forward instructions to relevant board members and staff (e.g., seating plan, roles, speaking notes, special requests)
- Assemble AGM packages for members

### **Day of the AGM**

- Arrive early and perform one final check on the audiovisual equipment
- Check-in with speakers and answer any final questions
- Delegate tasks to staff and volunteers (e.g., distribute package, monitor sign-in sheet, coordinate food, support for board and guest speaker, tech support)
- Ensure there's extra seating available and extra AGM packages for members

### **Within 30 days following the AGM**

- Compile minutes and actions from AGM
- File Annual Report with registrar
- Insert applicable actions into Board Annual Plan

Distribute orientation material to new board members



# APPENDIX K

## Proof of Permission to Operate at Ski Resort

I \_\_\_\_\_ from the ***ski hill name here*** hereby give permission to ***Ski club name here*** to use our facilities in accordance to Freestyle Canada and the Canadian Snowsports Association's Risk Management guidelines and policies, in addition to Terrain Park usage rules and policies for the **XXXX** season up to **XXXX XX, XXXX**.

**Ski Area/Resort Operator name** (printed)

\_\_\_\_\_

**Ski Area/Resort Operator signature**

\_\_\_\_\_

**Club Manager/Head Coach name** (printed)

\_\_\_\_\_

**Club Manager/Head Coach signature**

\_\_\_\_\_

**Date**

\_\_\_\_\_

# APPENDIX L

## Orientation and Training Checklist for a New Coach

### A. Documents

- The new Coach has reviewed the club and operating documentation.
  - Mandate and Mission Statements
  - Club Manual and Policies
  - Written job description or duties
  - Completed Criminal Record Check
  - Completed all mandatory training and certifications
  - Signed Coach Agreement

### B. Overview of Programs and Facilities

- The new Coach has spent some dedicated time with an existing Coach or Supervisor to review the club operating procedures.
  - Program Summaries
  - Key contact information
  - Site visit
  - Facility visit
  - Shadow or Apprentice Coaching completed
  - Meet Staff and other Coaches

### C. The following links are resources that will help a new Coach:

#### Freestyle BC Coach Resources

[Become a Freestyle Ski Coach \(freestylebc.ski\)](http://freestylebc.ski)

#### NCCP Locker

[Coaching Association of Canada](http://www.coaching.ca)

*NOTE: This is a sample document only. Clubs should modify this template to suit the programs, facilities, and key operating documents in use.*

