2010 LEGACIES NOW™

RISK MANAGEMENT GUIDE FOR COMMUNITY SPORT ORGANIZATIONS

ABOUT THE RISK MANAGEMENT GUIDE

This Guide is intended to help volunteers and staff of local sport organizations make better decisions. Designed for leaders, administrators and volunteers within sport organizations and sport clubs, the Risk Management Guide explains current risk management processes and how they can be applied within your organization. The Guide also includes examples of excellent practices, tools, and numerous templates that can be adapted for your purposes. By incorporating risk management principles into everyday practice, leaders within sport organizations will minimize risk, enhance decision-making, and create more productive and resilient organizations.

The Risk Management Guide is produced by 2010 Legacies Now. This Guide is the second module in the 2010 Legacies Now Club Standards initiative, and follows the publication of the Human Resources Guide for Community Sport in 2009.

2010 Legacies Now works in partnership with community organizations, non-government organizations, the private sector and all levels of government to assist communities in discovering and creating inclusive social and economic opportunities. A not-for-profit society, 2010 Legacies Now has created lasting legacies leading up to and beyond the 2010 Olympic and Paralympic Winter Games.

www.2010LegaciesNow.com
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BACKGROUND

The creation of this Guide was inspired by lessons learned from a national Risk Management Project (RMP) which involved conducting in-depth risk assessments with eight national sport organizations, one multi-sport organization, and one medium-sized, Ottawa-based sport club. Funded by Sport Canada, this project was coordinated by the Centre for Sport and Law on behalf of the True Sport Secretariat, and generated important insight into how sport organizations can anticipate, plan for and manage the risks they face on a daily basis. Of note, this comprehensive approach to risk management took into account the sport organization's values and in so doing, empowered the participants to consider ways to not only minimize risks, but also to seek out new opportunities. This Guide allows the knowledge from this national project to be transferred to the local level of community sport.

2010 Legacies Now also acknowledges the support of the following people in producing this Guide. These representatives of provincial sport organizations, municipal recreation and community sport provided feedback and input into this Guide so that it could enhance management capabilities in the B.C. sport sector:

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A MESSAGE FROM IDA CHONG MINISTER OF HEALTHY LIVING AND SPORT, PROVINCE OF BRITISH COLUMBIA

The Province of British Columbia believes resources such as the Risk Management Guide for Community Sport Organizations will inspire stronger management practices in the sport sector.

The many ideas, the step-by-step risk management process and the illustrations presented in this Guide will serve leaders in the provincial sport sector well. They will also provide a practical source of information for those working in the sport sector as an employee or volunteer.

By openly reviewing potential and existing risks and taking steps to manage them proactively, sport organizations will come to understand their strengths, vulnerabilities and values better, and through this process become more resilient entities in the long-run.

IDA CHONG
Minister of Healthy Living and Sport
Province of British Columbia

A MESSAGE FROM BRUCE DEWAR CHIEF EXECUTIVE OFFICER, 2010 LEGACIES NOW

The Risk Management Guide for Community Sport Organizations was created as part of 2010 Legacies Now's long-standing initiative to develop a higher level of management capability in the sport sector.

This is our second publication; the first being the Human Resources Guide for Community Sport, which presented many best practices and issues related to improving the management of staff and volunteers in the sport sector.

The goal of the Risk Management Guide is to help people working in sport organizations understand their tolerance for risk so they can make more informed decisions based on this knowledge. We are pleased to present this Guide and we hope that when reviewing it, either within your organization or with the support of a facilitator, it will provide a new lens that will enhance your strategic planning as well as your daily operations.

BRUCE DEWAR
Chief Executive Officer
2010 Legacies Now

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1.0 INTRODUCTION

Taking risks is commonplace for athletes and coaches – they are expected to identify, assess, treat and monitor risks each and every day. An elite athlete, in particular, assumes a great deal of risk when he or she gives up normal comforts and certainties to commit to high performance, with no guarantees of competitive success. We have found that sport administrators, on the other hand, are highly risk-averse – meaning that their tolerance for taking risk is very low. Better understanding about "risk" would allow administrators to try new approaches when dealing with ongoing management challenges.

We suggest that today's non-profit organization or *social profit organization* must think differently about the risks in their operating environment. Let's face it: the 21 st century is complex and turbulent, and these characteristics require a different approach to risk management. This Guide has been written to help sport leaders shift from coping with risks in a reactive manner, to managing risks more thoughtfully and proactively.

WHAT BUSINESS ARE WE IN?

We like to use the term *social profit organization* to describe a sport organization. Traditionally, society has described community organizations and charities (whether in sport or in other sectors) as *non-profit organizations* – in other words, we describe what the organization *is not*, as opposed to describing what the organization *is*. The term *social profit* nicely captures the many community benefits and values that an organization such as a local sport club provides. This terminology is consistent with a strength-based (versus deficit-based) approach to thinking about community sport.

It is important to note that while risk is a reality of life, it is not normally something that people feel comfortable discussing. In particular, if risk management is approached from the perspective that all risks are negative things to be avoided at all costs, it is difficult to have an open and honest conversation. On the other hand, if risk is accepted as a fact of life in sport (which we suggest is the case, as by definition sport would not be sport if it did not entail some degree of risk), then the conversation about risk starts from a different place. In most cases, when people involved in community sport appreciate that risk is an inherent aspect in all sporting activities, and when

provided with risk management knowledge, the discussion about risk management can lead to practical, sensible solutions and an empowering frame of mind.

The lessons gleaned from the national Risk Management Project provided us with an in-depth perspective on how sport administrators at all levels can increase their ability to manage risks by using a simple yet robust framework to identify, assess, treat and monitor risks. The results from applying this framework are captured in a risk registry, a chart that provides a useful snapshot and corporate legacy for administrators, board members, committee volunteers and funding agencies. The registry also includes the strategies already in place to minimize the risks that have been identified, possible solutions that emerged during discussions, commitments to be implemented over a specified time frame, and information related to monitoring and evaluating each risk.

In order to get the most out of this Guide, we recommend that you carefully read and understand the section that defines what risk is, as it presents a new and refreshing way of looking at those prevailing circumstances that have a tendency to keep us awake at night. At the same time, we invite you to take a leap of faith by considering how you might leverage a powerful asset that may already exist within your organization, but which may be under-appreciated or under-utilized. We are referring to your organization's values. From our experience, all organizations have values, but those that live them daily by acknowledging them, communicating them, relying upon them to guide decision-making, and intentionally incorporating them into their policies and systems, are much less at risk than those organizations that do not.

Finally, the Appendix section is filled with useful examples, checklists and templates that your organization can use immediately once you commit to engage in risk management more proactively. We trust that you will find these items practical and easy to understand. While this Guide has been written to allow administrators to lead the risk management assessment process internally, you may find it helpful to have an experienced facilitator navigate the journey with you the first time. In our experience, those sport organizations that have worked with facilitators initially to integrate the risk management framework into their management and operations have, in that process, built internal capacity to employ the tools without outside facilitation in the future.

We look forward to sharing what we've learned about risk management in the pages ahead.

Dina Bell-Laroche and Rachel Corbett
Centre for Sport and Law

2.0

WHAT IS RISK MANAGEMENT?

In order to understand how to manage risks, let us first define what we mean by risk. Adapted from the Australia/New Zealand Risk Management Standard, the definitions below were supported by the sport organizations participating in the national risk management project:

- Risk is the chance of something happening that will have an impact on objectives. It is measured in terms of likelihood and consequences.

- Risk management includes the culture, processes, and structures that are directed towards the effective management of potential opportunities and adverse effects.

- Risk management planning includes the systematic application of management policies, procedures, and practices to the tasks of establishing the context, identifying, evaluating, managing, monitoring and communicating risk.

One thing that is readily apparent from the above definitions of risk and risk management is that they do not dwell on the negative. Traditionally, managing risks has meant taking steps to prevent bad things from happening, or planning now to be in a better position later to minimize the harmful impact of bad things that happen despite our efforts to stop them. A more modern approach, and certainly a more practical one, is to think of risks as potentially bad things but also as opportunities. The Australia/New Zealand Risk Management Standard encourages us to approach risk management with both a glass half-empty and a glass half-full perspective. The process of thinking about risks in a systematic fashion helps us to prevent harm, but also to promote good.

Smart Tips for Risk Management

David Hartley of the Insurance and Liability Resource Centre for Non-Profits at Imagine Canada has put together a simple set of tips that can provide context for much of your risk management efforts. Whether it is communicating your commitment to risk management or preparing written policies for dealing with risks, these tips are very helpful. Note that these tips have been adapted slightly to suit the community sport context.

Tip 1: Protecting your participants is Priority One
Regularly communicate to your volunteers and staff the following: "Our first priority as an organization is to ensure the safety of our participants." If risk management is just about protecting your assets from a lawsuit, you will never get the buy-in that you need.

Tip 2: The real experts are around you
Don't create risk management procedures without first consulting your front-line people (volunteers and staff), especially those who know the risks and, most likely, the best ways to manage them.

Tip 3: Put it in writing – your own writing
Written procedures are important to ensure consistency, uncover current blind spots, create a legal paper trail in the event of a lawsuit, and ensure proper monitoring for results. Use your people's own words whenever possible. It will help you get buy-in. Do not fall into the trap of using blank templates other organizations have created. Make them your own.

Tip 4: Keep it simple – one page is often enough
Risk management has its tricky moments and the occasional need for expert wisdom, but the products of your work need to be clear (easy to read) and concise (so they will be read). Use one page for communications/forms whenever possible.

Tip 5: Keep it kind
Too often, risk management forms and communications are written in such a way that they make social profit organizations look uncaring and ungrateful. This is not necessary. Legal forms can be kind.

Tip 6: Where there is one-on-one interaction with your participants, keep documentation forever
Where a staff or volunteer position requires one-on-one interaction with a vulnerable participant, keep any important and relevant paperwork forever.

3.0

WHY IS RISK MANAGEMENT IMPORTANT?

All of us manage risk as part of our daily lives. We might not realize we are doing this, and we might not do it all the time. But it is fair to say that all sport leaders manage risk some of the time, perhaps without realizing that is what they are doing. We like to say that risk management is not rocket science: rather, it is organized common sense. Most leaders, administrators and volunteers in sport bring to their roles considerable experience in sport as well as a normal dose of adult common sense. The key to doing risk management well is to do it intentionally and explicitly, and to make it a practice to do it all the time. With some knowledge, a few tips and some practice, your organization can quickly increase its ability to practice effective risk management. The trick is to keep it simple, which is the underlying premise of this Guide.

Typically, risk management planning involves asking the following straightforward questions:

- What could happen that would prevent us from meeting our objectives?
- What is the likelihood of this occurring?
- What would the consequences be?
- Is there anything we can do to reduce the likelihood of the risk, or to avoid it altogether?
- How should we respond if the risk occurs?

In order to build support for spending time thinking about these questions, and managing risks intentionally, you might want to consider the following:

- Many risks can be avoided or minimized if there is a proactive plan in place.
- Once a risk occurs, there are a variety of options for the organization to consider. If the risk escalates to a crisis and there is no plan for dealing with this crisis, the organization ends up dealing with the issue in a reactive mode and is much more likely to make mistakes with lasting negative impact.
- Canadian law requires organizations to practice common sense and to fulfill a reasonable standard of care. What is reasonable depends on the particular circumstances, but in all cases the standard is determined by a combination of written standards (existing policies and procedures), unwritten standards (industry practices), case law (guidance from legal courts) and common sense. Proactive risk management is a sure

way to help you meet the reasonable standard of care: failure to meet this standard can mean a finding of negligence and flowing from there, liability and a nasty lawsuit.

- With a robust risk management plan in place, you will spend more time carrying on the business of your sport organization rather than reacting to the many risks that come your way.

- You are more likely to attract and retain highly skilled Board members, staff and volunteers if you manage your risks proactively. There is no better way to offer assurance and confidence to the people involved in your organization.

- It is simply a good business practice to have a risk management plan. There is a strong correlation between risk management and good governance, effective conflict resolution, sound policies and the business bottom line. We might go further by suggesting that organizations that practice risk management are also practicing a strong ethical orientation.

4.0

BUILD SUPPORT FOR YOUR RISK MANAGEMENT EFFORT

In order to be effective, risk management must be done every day, by everyone involved in the organization. Consider this quote from the Australia/New Zealand Risk Management Standard: *"Risk management integrates a systematic and rigorous approach to what people do on a daily basis. It is neither complex, nor does it require specialist skills. It is about creating opportunities, understanding the risks and managing them to achieve desired outcomes."*

THE IMPORTANCE OF THINKING ABOUT AND ACKNOWLEDGING RISK

Organizations can have varying degrees of risk tolerance depending on the type of sport or activity in which they are involved, the setting in which that activity occurs, and the demographics of the population that they serve. Furthermore, there is nothing inherently wrong with having a high degree of risk tolerance, provided this is explicitly acknowledged and appropriate risk management measures are in place. These discussions about organizational culture and tolerance for risk are very important discussions for leaders within an organization to have. See Appendix 1 for an enlightening case study, A Tale of Two Schools, which shows what can happen when this conversation does not occur. This Appendix also includes a suggestion for a simple process to engage your members in a discussion on defining risk, and risk tolerance for your organization.

ROLE OF THE BOARD OF DIRECTORS

As with other aspects of effective organizational governance, leadership within the organization needs to support the organization's risk management efforts. Risk management will not be effective if the leaders on the Board of Directors do not think it is important. An important hallmark of risk management is that the organization's Board of Directors is committed to leading the organization using a process of sound governance, and in so doing has put in place the basic policies required to minimize foreseeable risks, while continually scanning the environment for new risks that might arise over time.

We invite Board members to consider the following questions to ensure consistent interpretation of how risk is defined within your organization:

- Do we have a common interpretation of risk? For some people, risk means something to avoid at all cost while for others, risk means an opportunity to explore options to help the organization more efficiently or effectively achieve its objectives. From our perspective, risk is neutral – what matters most is that efforts have been made to acknowledge and discuss risks, and to gain a shared understanding of what risk means to the organization, and of the organization's risk tolerance.

- Do we have a risk management policy that outlines in general terms how we assess, manage and communicate risks? Appendix 2 provides a sample risk management policy for a sport organization.

- Do we have relevant foundational policies that are maintained and up-to-date? It is often said that the simplest, quickest and least expensive risk management measure that an organization can take is to become an incorporated entity. Is our sport organization incorporated under provincial legislation? Do we have a constitution and bylaws that are clearly written and assist us in managing our affairs? Do we have a mission statement, vision statement and statement of values? Did we engage our members in a dialogue when we were establishing these statements, or when we recently reviewed them? Appendix 3 outlines some ideas on how to engage your members in a discussion on your organization's foundational policies.

- What is our ethical orientation? Consider that your reputation for integrity is an essential part of your core business. An organization is only as good as the people who come together to support it. By agreeing to and sharing the same values, your members are more likely to uphold your organization's ethical commitments and operate in a manner that is reflective of your mission and vision. Having standards in place, commonly referred to as a code of conduct, establishes expectations for acceptable behaviours and implications should there be violations. We have found that organizations that have a relevant code of conduct in place and who live their organization's values intentionally, minimize the risks associated with member complaints, member disputes, conflict of interest, fraud, and other actions that significantly interfere with your core business and your mission. Appendix 4 contains an example of a simple member code of conduct, as well as a complementary set of disciplinary procedures to be used when the code of conduct is breached.

THE IMPORTANCE OF VISION, MISSION AND VALUES

Our experience has shown that a very powerful risk management strategy for an organization is to have relevant mission, vision and values statements that are known and shared among members. Research also supports the fact that when members are engaged in defining a goal or an outcome, they are more likely to support it. When members are aware of an organization's stated mission, they are more likely to promote that mission in the community and to align their efforts to fulfill the mission. It is also our experience that those organizations that communicate their values in meaningful ways, and are respectful of them, are more likely to attract and retain good people. A defined mission, vision and values also provide exceptional guidance when setting priorities and making big decisions within an organization.

These are practices that we recommend as a way for an organization to demonstrate, both internally and externally, a commitment to proactive risk management:

- Adopt a risk management policy that shows your commitment to managing risks and providing a safe environment. One example is shown in Appendix 2. Communicate this policy to your members, stakeholders and funders and review the policy annually.

- Provide your volunteers and staff with resources about risk management, and support professional development opportunities to help key volunteers and staff gain knowledge and skills and to increase certification levels (where this is appropriate, such as for your instructors and coaches).

- Set aside regular time in Board meetings to discuss risks and to scan the environment for new risks. During board discussions and decision-making, make it a practice to discuss risks associated with major decisions, such as those related to new programs.

- Ensure that you review your mission, vision and values annually or as part of your strategic planning process. As leaders of the organization, make efforts to live your values in an intentional manner. Appendix 5 shows a number of ways that you can bring your organization's values to life.

- Be public about the standard of behaviour that you expect of the people in your sport. As a Board of Directors, consider "walking the talk" by writing your own job description and statement of your responsibilities (see Appendix 6 for an example). Consider

the importance of a member code of conduct, with disciplinary procedures, along the lines of the example shown in Appendix 4. If you have representative teams that travel to competitions representing your club, consider instituting simple codes of conducts the people on these teams, both coaches and athletes, along the lines of the examples shown in Appendix 7 and Appendix 8. Enforce, and be seen to enforce, the standards of conduct that you have set for your organization.

- Prepare plans to deal with emergencies and contentious issues. The reason for preparing such plans in advance is that in the heat of a crisis it is often hard to think clearly – by laying out the steps to be followed in advance, people can respond more calmly and professionally. Appendix 9 sets out a framework to prepare an emergency action plan, and Appendix 10 provides an example of a plan to deal with a particular issue, including key messages for the media and the public.

THE IMPORTANCE OF PLANNING

The saying "failing to plan means planning to fail" applies to risk management. Many sport organizations learn the hard way that things might have gone much better if they had planned ahead to deal with a sudden emergency or crisis. An important tool for any sport leader is an emergency action plan (which might also be called a crisis response plan or an issues management plan). Such a plan should address not only who needs to do what in a crisis, but also what messages need to be communicated, and by whom, to members, the public and the media. Emergencies can range from serious injury to fatality to public scandal to criminal activities. These have the potential to cause enormous harm to the image and integrity of an organization. However, that harm can be mitigated through thoughtful, appropriate, well-timed actions and communications. It is far better to plan these responses ahead of time, rather than making them up in the heat of a crisis.

5.0

HAVE THE RISK MANAGEMENT CONVERSATION

GETTING STARTED

From our experience, the best place to start talking about risk management is at the Board level. The Board of Directors can be highly effective at overseeing and planning for risks, especially when they are made up of individuals who are familiar with the benefits of proactive risk management. Having a diverse Board with different areas of expertise represented will help to ensure that your organization has the capacity to think about risk areas from a number of different perspectives. As with any other social profit organization, common areas of specialization that help boards to identify, analyze, treat and monitor risk include legal expertise, accounting or financial expertise and human resource management.

THE IMPORTANCE OF A CODE OF CONDUCT

Contrary to popular belief, participation in sport is not a right. It is a privilege – one that is earned. After foundational documents, the second most important set of written policies for sport organizations are those policies that address standards of conduct. Membership and participation in sport is a two-way street – the participant is granted benefits and privileges by the organization, but at a fair bargain, which is that the participant has corresponding obligations to the organization. We strongly recommend that every sport organization have a written member code of conduct that establishes norms for behaviour. In addition, recognizing the important role of coaches and the power and authority that the coaching role entails, an organization should establish specific written agreements with its coaches. The same can also be done for members of representative teams, particularly those teams that travel to competitions and are ambassadors for the sport organization. While the creation of all this paperwork might seem like a nuisance, these codes and agreements will prove their value later as essential tools for risk management. Appendices 4, 7 and 8 contain examples of codes of conduct, coach agreements and athlete agreements.

Your Board of Directors will want to think about their risk tolerance level or the amount of risk they are willing to assume. They will need to consider their appetite for risk, their organization's culture, the nature of the sport (for example, rugby and table tennis present different degrees of risk), the environment in which the sport occurs (for example, squash played within the four walls of a box is quite different from whitewater canoeing or off-road mountain biking), the age and skill level of their members and their capacity to take risks. Be aware that organizational culture and norms can have a significant effect on program safety and risk management.

We recommend that the Board should have a candid discussion on this topic, as it will inform how much risk the organization is willing to take. To find an appropriate balance between healthy and thoughtful risk-taking and restricting activities so as to avoid risks altogether, it is critical for the Board and senior staff to reflect on the following to guide their decision-making:

- How would we characterize our organizational culture? Are we a sport and an organization rigidly rooted in history and tradition? Or are we more flexible in our approaches? Are we a well-established organization or a young organization, and what kind of difference does that make in our philosophy towards risk?

- How are we operating financially? Do we have funds set aside for a rainy day? Does our cash flow permit us some flexibility in operations and risk-taking? Are there limits on how much financial risk we can take?

- What is our reputation? How do people perceive us? Are we respected in our community? Do we enjoy a culture of trust among our members? Can our positive reputation survive an ordeal or crisis?

- What type of authority have we granted to our Executive Director and other staff? Do we as a Board have a collaborative working relationship with our staff?

- Does our Board have access to the information we require to make well-informed decisions related to strategies, policies, and projects?

We suggest that the Board should define its tolerance for risk in its risk management policy, and that this tolerance for risk should be reflective of the organization's values. As well, as part of its commitment to risk management, the Board should acknowledge and address risks in all its decision-making. This doesn't mean a complex risk assessment is conducted for every decision, but it does mean that the Board should turn its mind to risk when making key decisions.

For example, if bidding to host a provincial tournament, the Board should consider

if it has the facility and volunteer capacity to deliver a safe event, and the financial capacity to take on the attendant financial risks (for example, if bad weather results in last minute cancellation of many team entries, can the organization still afford to run the tournament?). Similarly, if sending a team to compete outside the province, the Board should consider whether it has appropriately taken steps to manage transportation, accommodation and supervision risks for the entire duration of the trip. If the risks associated with such a trip cannot be managed within the resources of the organization, perhaps the out-of-province trip is a no-go (this is an example of a simple risk avoidance measure). These discussions of risk and pros and cons should be deliberate and explicit.

Who needs to be involved in the risk management process?

We recommend that you identify one person who will be responsible for coordinating the organization's risk management efforts. That could be the Club Administrator or Executive Director or, in smaller organizations, you might want to assign this area to a Board member. This person would be responsible for the following key areas:

- Ensure the Board has the information it needs to make decisions about the organization's risk management program. Secure a commitment from the Board to pursue risk management and get approval of any budget dollars that are necessary.
- Review this Guide and prepare an action plan and timeline.
- Identify a group of four to six key people within the organization who would participate in the risk management workshop or workshops. Typically, the people you want involved would include the individual responsible for the area of risk management, a Board member or two, the Executive Director, a person knowledgeable on finance, the person who leads technical programs within the club and maybe a coach. Who will be involved will depend on the size and structure of your organization, but in all cases they should be individuals with some experience in the organization and/or the sport, and who are respected for their good judgment and common sense.
- Plan and organize a risk management workshop(s). This workshop is best done over 1.5 or 2 days but we know it can be challenging to bring people together for that length of time. Another way to organize the workshop, and one that is particularly convenient when all the persons involved are from the same community, is as a series of four or five smaller meetings over a specified amount of time such as six or eight weeks.
- Appendix 11 provides a sample workshop agenda and a guide for a facilitator that you can adapt to your specific needs.

SUPERVISION AND TRANSPORTATION RISKS ARE IMPORTANT TO THINK ABOUT

The majority of sport organizations serve a youth population, which places a very high onus upon such organizations to ensure they provide a supervised and safe environment. Program leaders, instructors and coaches in minor sports sit in "loco parentis," in the place of a parent, and thus need to take the care and precautions that a reasonable parent would take. Although it is not yet legislated in Canada, it is normal practice for social profit organizations that serve youth to undertake screening of volunteers through police records checks. There are now numerous online service providers that can provide this service confidentially, conveniently and economically. Lastly, the New Brunswick highway accident that killed seven members of a high school basketball team and their teacher in 2008 reminds us that possibly one of the highest risks that confront our volunteers, members and participants is the risk of a vehicle accident. Many participants in sport are accustomed to logging many road miles to attend practices, games and tournaments. Statistically, and perhaps surprisingly, all this road travel is far more risky than the other culprits we might dwell on like poor supervision, possible injury, violence, abuse or harassment. A complete discussion of these points is beyond the scope of this Guide, but Appendices 12 and 13 provide some examples of a screening policy and a transportation policy, respectively.

6.0

THE RISK MANAGEMENT PROCESS

WORKSHOPS

Whether you decide to host an all-inclusive workshop or to separate the risk management process into a series of smaller sessions over a window of time, the following approach provides you with a simple yet robust framework to guide your work.

Before the workshop begins, review the agenda and facilitator guide in Appendix 11 to ensure you have everything in place. In Appendix 14, you will find a sample risk assessment worksheet that you can use during your workshop with your participants.

STEP 1 – IDENTIFYING YOUR RISKS

The first step is to identify your risks. We recommend that you use your strategic plan to think about the kinds of risks that are preventing you from achieving your objectives, risks that might be keeping you awake at night, or opportunities that you would like to explore but can never get to because you are too busy dealing with the "tyranny of the urgent."

If your organization does not have a strategic plan, then a suggestion for organizing your efforts in identifying risks is to address the general categories of:

1. *Governance risks* related to board leadership, such as decision-making or oversight, policies and procedures, image and reputation, and overall organizational capacity;

2. *Infrastructure risks* related to equipment, property and facilities;

3. *Financial risks* including loss of funding, decline in membership, decline in other revenues, mismanagement of funds, weak cash flow, failure to diversify revenue sources;

4. *Operational risks* related to the delivery of programs and services including event management, program management, human resources management (employees and volunteers) and management of crises.

You may decide on other categories also. The important thing is that you want to review risks affecting the entire scope of your operations, therefore the selection of categories should be comprehensive and cover all the activities for which your organization is responsible.

Review your strategic objectives (or if you don't have a strategic plan, review the four categories described above) and decide which strategic area or category you are going to discuss first. Over the

course of the workshop or sessions, you will work through all of your objectives or all four of the categories above that you have identified, so that in the end you have examined all aspects of your organizational activity.

Participants then each spend ten minutes of reflective time compiling a list of what they perceive to be the top five risks in that area. These risks are shared with the group and the group brainstorms further to identify any additional risks. Once your group has identified all the risks, you will likely narrow them down to a manageable number (such as under ten) by grouping like risks together.

You're now ready for Step 2.

STEP 2 – ASSESSING YOUR RISKS

The assessment of a risk involves a determination of two aspects of the risk: its likelihood of coming to pass, also referred to as its possibility, and the consequences if it does come to pass. Usually, but not always, there is an inverse correlation between possibility and consequence: a risk with a low possibility (an earthquake) will have a high consequence (major building and infrastructure damage and loss of life), while a risk with a high possibility (scrapes and bruises in an adult rugby match) will have a low consequence (minor treatment with first aid). At the end of the day, the "magnitude" of a risk is the combined measure of its possibility and its consequences.

The matrix that we recommend is the one co-designed by the National Sport Organizations who participated in the national Risk Management Project in 2009. On this matrix, likelihood and consequences are plotted on a four-part scale. You can simplify this matrix to meet your needs (exercising caution, however, about the disadvantage of having an easy middle category) or use another method that you may have come across. The essential point, regardless of which matrix you use, is to discuss and agree on the definitions that measure likelihood and impact.

Using this four-point scale for each risk identified as part of Step 1, you will then discuss as a group and rank them in terms of possibility and consequence.

The possibility of this risk occurring is:

- ❑ unlikely - less likely to happen than not
- ❑ possible - just as likely to happen as not
- ❑ probable - more likely to happen than not
- ❑ almost certain - sure to happen

The consequence if this risk occurs is:

- ❑ minor – it will have an impact on the achievement of the objective that can be dealt with through internal adjustments

- ❑ moderate – it will have an impact on some aspect of the achievement of the objective that will require changes to strategy or program delivery
- ❑ serious – it will significantly impact the achievement of the objective
- ❑ catastrophic – it will have a debilitating impact on the achievement of the objective

Depending on the rating you gave each risk, you can then plot the risk on the chart below (this chart is also included in the worksheet contained in Appendix 14). This chart can be set up to capture the magnitude of the risk in descriptive terms (low, moderate, high, very high) or in numeric terms (1 through 16). Both serve the same purpose – it's personal preference as to which style works for your group.

Keep in mind that each organization has a different tolerance for risk – so what might be a very high risk for one organization, might be just a high risk for another. What is important is that your risk management workshop participants agree which risks are the high priority risks that warrant attention. For example, it may be that low and moderate risks can be left alone, while high and very high risks require treatment. Or, if you use the numerical chart, you may decide that risks ranked 8 or higher are a priority and warrant attention, while risks ranked below 8 do not. There is no magic formula here: the key is to have a good discussion and make decisions about which risks warrant careful attention and treatment and which risks do not, because you can accept them as they are and live with them.

ILLUSTRATION #1 SEVERITY OF RISKS

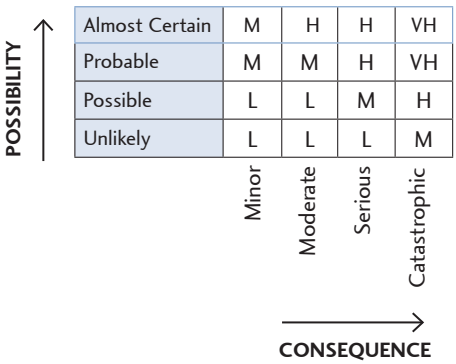
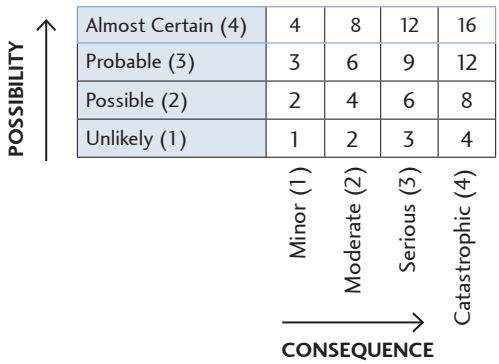


ILLUSTRATION #2 SEVERITY OF RISKS



At the end of this process, you should have identified a number of priority risks that require attention. You are now ready to move to Step 3.

STEP 3 - TREATING YOUR RISKS

Once you've identified and assessed your risks, and tagged those that are a priority for treatment, it is time to consider how you'll manage them. Some risks may be acceptable as they are and require no measures, some may require internal adjustments to your procedures while others that are more severe may be transferred through insurance policies or other contracts. Sometimes, it is possible to change what you do so that a particular risk is avoided altogether.

There are four ways you can manage your risk:

1. Avoid the risk – this means simply deciding not to do something. Again, this will depend on your organization's tolerance for risk. Keep in mind that in some cases, depending on your objectives, the risk may be worth taking if you spend time exploring options to minimize or manage it effectively.

2. Transfer the risk – this provides your organization with the ability to share the risk with others. An insurance policy is a common way to transfer risk associated with fire, liability, theft or damages. Another way to transfer risks is through waivers (in which case the risk is transferred back to the participant: note, however, this is not acceptable where the participants are minors) as well as business contracts and other written agreements.

3. Reduce the risk – There are a number of strategies your organization might put in place through norms, practices, and procedures that will help to minimize the risk of something occurring. Measures to reduce risks usually relate to changing human actions or behaviours. One example of a risk reduction measure is to have an open-door policy whenever a coach is in a room with athletes. Other examples are to post appropriately worded signage around your facility, or support ongoing training and certification of your program coaches to ensure they are current with new techniques and safety protocols.

4. Accept the risk – Finally, there are many instances when sport organizations will accept the risk as being inherent in the sport activity itself, or as representing the unavoidable cost of doing business. However, we recommend that it still may be worthwhile for you to walk through this process even for those risks you presume to be acceptable.

Appendix 15 contains numerous examples of what the various risk management strategies might look like in their application in a sport organization

setting. This is not an exhaustive list, but an illustration. We would be surprised to learn if your risk management workshop participants did not identify a wide and creative array of risk management measures for the risks that you have identified. That's the beauty of experience, technical knowledge and common sense coming together: in combination, they can be a powerful source of ideas for your risk management program.

After you have explored the many ways that you can treat the high priority risks, you are ready to move to Step 4.

STEP 4 – WHAT ARE YOUR RISK MANAGEMENT COMMITMENTS?

By this point in the risk management process, your group will have identified risks, assessed risks in order to rank them in terms of priority for treatment, and identified the many different steps that can be taken to treat the risk, either through measures to avoid risk, reduce risk or transfer risk. Accepting risks just as they are is also okay if in your judgment the risk represents a level that is within your organization's tolerance for risk.

This is where the risk management process gets interesting and surprisingly affirming. Instead a glass half-empty exercise (risk management is about preventing bad things!), the process becomes about a glass half-full (look at all the good things we are already doing!). Instead of being about weakness and deficit, risk management becomes about assets and strengths. What we mean by this is that the process that we have described will, in all likelihood, reveal that your sport organization is doing many good things in the risk management department, although you may not have realized it. As noted previously, we all engage in risk management sometimes: this exercise of thinking about, discussing, ranking and solving risk management problems makes the whole effort more intentional and explicit. What this reveals is that we are implementing many risk management measures already.

In our experience, this step of looking at a range of options for treating risks will reveal a wide range of possibilities, many of which your organization is already doing, and some which you are not doing but possibly could. Articulating your risk management commitments involves deciding what additional risk treatment measures you are prepared to implement. These would be measures that you have the commitment and the capacity to activate at the present time or in the near future. Keep in mind that such measures do not all have to be put into effect immediately. Depending on the severity of the risk, it may be acceptable to implement them at a later time when you have the personnel or resources to do so.

The process that we have outlined above is then to be repeated for each of the

strategic areas (as specified in the strategic plan) or for each of the three categories we previously outlined, or such other categories as you may have chosen (if your organization does not have a strategic plan). Don't despair about the amount of work involved: our experience is that the first area might take a real effort to work through, but once you have completed this process once the rest will come much more easily.

INSURANCE AND WAIVERS ARE COMMON RISK TRANSFER TECHNIQUES

The most common way for an organization to transfer risks is to do so through contracts such as insurance and waivers. However, even though they are common, these contracts are often poorly understood. Insurance represents a critically important risk management tool, but is beyond the scope of this Guide. Check the resources section for suggestions of where you can obtain relevant insurance information. As for waivers, most sport organizations use them and most sport people have signed them at one time or another. Essentially, a "waiver of liability agreement" is a contract whereby a participant in a program waives their legal right to sue the program organizer for negligence. This type of agreement is to be distinguished from "assumption of risk agreement," or "consent forms" which a participant signs as a way to acknowledge the existence of physical risks and to consent to be exposed to those risks in return for the opportunity to participate. It is widely established that waivers will not be effective when used with minors (people under 18) and that parents of minors cannot execute these contracts on behalf of their children. Consent forms and assumption of risk forms, on the other hand, are appropriate for use in community sport settings with minor participants. Waivers and related agreements are a complex topic – see the resources section at the end of this Guide for some useful links to helpful materials.

7.0

KEEP TRACK OF IT ALL THROUGH A RISK REGISTRY

A risk registry is a chart that is produced following the risk management workshop or sessions, which incorporates all the work done by your group, including the commitments that the organization is prepared to make. It outlines the risk identified, ranks the severity of the risks, lists the current solutions in place to minimize the impact and likelihood of the risks, identifies possible additional solutions that were developed through brainstorming within the group and highlights the organization's commitments over a specified timeframe. Finally, it provides a mechanism to monitor and evaluate the risk over time.

A sample risk registry for a sport club is provided in Appendix 16. Appendix 17 is also a risk registry, but for a specific event. Both examples are shown to illustrate that a risk registry can be broad and all-encompassing or it can be narrow and specific in scope. Note that a risk registry is not a static document. Once it has been prepared and shared with the Board of Directors and staff, the organization should plan to revisit and update it on a regular basis. This is probably something that the Board of Directors can do – there may be no need to reconvene your risk management workshop group. Keep in mind the risk registry is a tool, and should be regularly consulted and used by your Board, committees and staff as they go about their daily work with your organization.

Some readers may be concerned that the compilation of risk registry represents a large amount of unnecessary paperwork. Is this level of detail really required to manage obvious and foreseeable risks within our sport programs and our organization? We have confidence in the Australia/New Zealand Risk Management Standard (now 10 years old and quite unique in the world in that it is widely incorporated into government, business and community sectors in Australia and New Zealand, and within the British Columbia provincial government as well) and the risk registry is a key component of this standard. Furthermore, our experience has been that the process of developing the risk registry is as valuable as the risk registry document itself.

As we have noted earlier, most people think about and practice risk management intuitively, most of the time. The materials and guidance in this publication are intended to translate thinking that is intuitive and implicit into practice that is intentional and explicit. The risk management process we have described, culminating in the risk registry, is an ideal way to do that.

STAND STILL TO MOVE FORWARD

Sometimes the best advice we can give to a busy sport organization is to *stand still* to move forward: put things on pause for a short while to reflect on the past, assess your strengths and achievements, take into account the things going on in the world around you and plan for the future. A risk management workshop involving the key leaders within your organization is the perfect opportunity to do this. It is our observation that community sport is characterized by a culture of doing: sport people are typically highly motivated, physically active, somewhat competitive and energetic. The result is that many are do-ers, sometimes at the expense of thinking, questioning or reflecting. Albert Einstein once said: *"The definition of insanity is doing the same thing over and over again and expecting different results."* Our challenge to leaders of sport organizations is to have the courage and discipline to stand still to move forward.

8.0 COMMUNICATE YOUR COMMITMENTS

All effective risk management strategies include a communications component to help inform, educate, and motivate staff and volunteers to think more strategically about the risks they face on a daily basis. At a minimum, the risk registry should be shared with staff and volunteers, and your organization might want to also consider opportunities to provide orientation and training to staff and volunteers on risk management generally, and on your organization's risk registry and risk management policy in particular.

Empowering staff and volunteers to think differently about the risks they face includes encouraging them to consider the following from a distinctly personal perspective:

- If I don't follow the organization's policy or procedures, something bad might happen.
- If I can't deal with something myself, I will seek out someone who can help me.
- If I breach the organization's code of conduct, I could damage the organization's reputation.
- If I see something wrong, I need to fix it. If I can't fix it then I need to talk to someone about it.
- If I have a gut feeling that something is not right, then I will think about why and if the feeling persists, take action on it.

Ideally, the risk management commitments laid out in the risk registry are overseen by the Executive Director, but in larger organizations, this responsibility might also be delegated to other staff. If the organization is small and run only by volunteers, then the responsibility to oversee the implementation of risk management measures falls to the Board, or an assigned Board member to manage.

WANTED: HQPS (HIGHLY QUALIFIED PERSONS)

The quality of a risk management program within an organization is often a reflection of the organization's people, both staff and volunteer. A values-driven orientation, clear policies, a Board of Directors that leads appropriately, effective communications, respectful conduct are all traits within an organization that will serve to attract and retain good people. In our work with the national Risk Management Project, we repeatedly used the term HQPs to refer to highly qualified persons and the participating National Sport Organizations emphasized how important such persons were to the stability, vitality and performance of their organization. As a result, many of these organizations identified as important risks their inability to maintain connections with alumni (athletes and coaches who had moved through their programs) and their inability to plan for the succession of key people, both staff and volunteers. They perceived that it was important to formalize their efforts to communicate with alumni, identify emerging organizational talent, and plan for the succession pathway of volunteers. Appendix 18 contains an example of a volunteer succession pathway, and Appendix 19 shows a simple terms of reference for a nominating committee, whose task would be to seek out and recruit people to a Board of Directors, key committees and to future leadership roles within the organization.

9.0

REASONS TO CREATE A RISK MANAGEMENT LEGACY

Risk management can address the issue of liability and harm, but it can also be immensely valuable in helping organizations to position themselves to better deal with change. The world in which we now live is complex and turbulent. Sport organizations face many challenges including rapid changes in communication technologies, diminishing funding sources, increasing expectations from the public, and a demand for system-wide reform in the form of aligning sport development with the principles of Canadian Sport for Life and Long Term Athlete Development.

All of these factors give rise to risks, as well as opportunities, and sport organizations are called upon to practice risk management more explicitly. Doing so will enhance governance, dispute resolution and business practices. The more proactive your organization is in recognizing and addressing risks, the less likely it is that those risks will unfold and if they do, the more likely it is that you will be able to manage the consequences so that they are less severe for you and your people.

Some might say that ignorance is bliss, but not when it comes to risk management. The law expects everyone to behave as a similarly qualified, similarly situated, reasonably prudent person would behave. When the expected standard of conduct is objective like this, ignorance of the standard is no excuse for failing to meet it. From a liability perspective alone, there are abundant motivations to turn your attention to risk management.

A sport organization committed to risk management is an organization that cares about living its values, scans the environment for risks and opportunities, and learns to adapt. Practicing risk management using the methodology outlined in this Guide will help organization pay attention to what works, learn from what doesn't, and share information so that others might benefit from it. Monitoring risks and evaluating your organization's responses to risks involves asking the following:

- Did we achieve the result we wanted?
- Did the result reflect our values?
- Are we paying attention to areas that require improvements?
- Are we learning from our mistakes?
- Are we sharing information so that others avoid the pitfalls?
- Are we regularly reviewing our foundational documents, and our policies and procedures to ensure they remain relevant?
- Are we considering risks in our major decisions?

Managing risk is an essential component of strong leadership and good governance. It can help Board members, staff and volunteers make better decisions and connect them back to the organization's core purpose. It helps your organization provide a safe environment for members and participants, and enhances your delivery of quality sport experiences.

Managing risk does not mean that you will prevent all risks from happening. What it does mean is that your organization will be more prepared to deal with the challenges of today and the unknowns of tomorrow.

CCM
ITECH
HOCKEY
NIGHT
bauer
BAUER
NEXUS

RESOURCES

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Corbett, R. (1999). *Waivers: a How-To Guide.* Centre for Sport and Law. http://www.sportlaw.ca/articles/liabilitynegligence_waivers.pdf

Lindsay, H. (2009). *20 Questions Directors of Not-For-Profit Organizations Should Ask About Risk,* Chartered Accountants of Canada, Toronto. For more information on an entire series of "20 Questions" resources for non-profit organizations, see http://www.cica.ca/research-and-guidance/mda-and-business-reporting/item12827.pdf

Standards Australia International, *AS/NZS 4360*. 1999. Sydney, Australia. SAI Global.

The following website contains abundant practical information on risk management for the community sport leader, organized conveniently by subject heading: www.sportlaw.ca/writings.

The following website contains information on insurance, liability and risk management issues for the social profit sector in Canada generally: http://nonprofitrisk.imaginecanada.ca/.

APPENDICES

INTRODUCTION TO APPENDICES

These following appendices *are for illustrative purposes only*. We discourage readers from adopting them as written, because it may very well be that they are not suited to your organization's particular circumstances.

Our purpose in presenting these materials is for readers to use them as guidelines. Where the appendix is a policy or a contract or some other written tool, we encourage you to read it carefully and consider how it might help your organization. We *do* encourage you to *tailor* these materials for your situations.

Most importantly, we invite you to review these materials to get a sense of what policy tools might be beneficial to your organization's risk management efforts. As you may have learned from reading the Guide, risk management is a bit like planning: the ultimate result (the plan itself, or the risk registry) is perhaps less valuable than the process of engagement you went through to arrive at that ultimate result.

Please review the disclaimer on the inside cover page of this Guide that applies to the use of the information contained in the Appendices, as well as in the main text in the Guide.

A Tale of Two Schools

The St. John's School Lake Temiskaming Canoe Tragedy (1978)
The Strathcona Tweedsmuir School Rogers Pass Avalanche Tragedy (2003)

Rachel Corbett

As someone working in the sport and recreation sector, these two school-based tragedies, occurring 25 years apart, have enlightened my thinking about what is important in risk management. As a parent, the latter case also had a significant emotional impact, as my own children (twins) were then exactly the same age as the students who perished on that school trip in Rogers Pass. These two incidents did not involve community organizations delivering sport programs, but arguably teachers leading students in outdoor adventures is similar to coaches leading athletes in sporting activities. Certainly, when viewed through a legal lens, the lessons learned are relevant. Here is the background to this tale.

St. John's School was an alternative school for boys in Toronto. The school also had counterparts in Manitoba and Alberta, but all have since shut down. Outdoor activities were a regular part of the school curriculum, and the school's philosophy was to build character through hardship and challenge. This particular outdoor trip was a three-week canoe journey from Lake Temiskaming to James Bay. Twenty-seven boys ages 12 to 14 and four teachers embarked on a sunny June morning in four 22-foot war canoes. Early afternoon a storm struck and by day's end, 12 boys and one teacher had drowned.

The Coroner investigating this incident made the following findings:

- There were no route maps, nor had any of the teachers made this trip before. One teacher had no canoeing experience whatsoever, having arrived just days previously from the U.K.
- The group had no rescue equipment and no emergency procedures.
- Some boys could not swim – and the teachers did not know which boys could swim and which could not. One of the teachers could not swim either.
- No one had done any canoeing since the previous autumn.
- There had been no physical preparation or training for the trip, and no one had undergone any First Aid, canoe rescue or lifesaving training.
- The new war canoes had been modified from their original design to accommodate more cargo – which altered the canoe's centre of gravity and balance.
- The trip started after an all-night drive, early morning start and no hot food at breakfast or lunch.

Although the Coroner ultimately ruled that the deaths were an accident, the school was nonetheless criticized for its disregard of safety and cavalier attitude. The Coroner's Report concluded: "We feel that for boys from 12 to 14 years of age, this entire expedition constituted an exaggerated and pointless challenge."

Fast-forward 25 years to a sunny winter weekend in Rogers Pass. Fourteen Grade 10 students from Strathcona Tweedsmuir School (based in Okotoks, Alberta), two assistant leaders (one a teacher and one a volunteer), and one experienced and trained head guide (who was also the school's outdoor education teacher) were on a backcountry ski trip. The ski trip was a culminating activity in an outdoor education course. The students had been preparing for this trip since the previous September.

The avalanche rating at the location where they were skiing was "considerable" – a medium rating that would not have deterred most recreational or commercial ski trekkers on that day. On the Sunday morning the group ventured across a snowfield, taking the normal precautions that they had studied and learned throughout their course. The group even had a quiz on avalanche safety that very morning. They followed avalanche protocol, traveling 50 feet apart and each member of the group was outfitted with a shovel, probe and operating beacon.

Shortly before noon that day, a large avalanche struck, burying 14 members of the group. With the help of two other skiers who were nearby, the unburied members of the group executed a perfect avalanche rescue. Seven of the buried members survived, but tragically seven students perished.

Surprisingly, neither of these cases resulted in lawsuits. However, due to the fact that they involved fatalities, they were both subjects of a Coroner's Inquest. As well, the St. John's School incident was the subject of a superb book titled *Deep Waters*, written by James Raffan in 2002. The Strathcona Tweedsmuir School incident was studied by an outdoor education consultant, Ross Cloutier, who submitted his report four months after the tragedy. This report is a public document, and as a result of it the school made a number of changes to its outdoor education programs.

These two incidents, 25 years apart, sit in stark contrast. The canoe tragedy reveals a negligence, liability and risk management nightmare: a textbook of what NOT to do. The avalanche tragedy reveals that, but for the decision to take a group of students into an area where there existed an avalanche hazard, Strathcona Tweedsmuir School did everything properly in planning and organizing for the trip, and with the exception of some communication breakdowns following the incident, the school is widely perceived as having fulfilled the reasonable standard of care expected by the law.

As we can see from the Tale of Two Schools, risk management is not always black and white. In the case of St. John's school, it was very clear to any outside observer that the leaders and teachers at that school paid no attention to the potential risks that they faced on that canoe trip. A duty of care was clearly owed to the boys, and the standard of care attached to that duty was clearly breached. In fact, the entire enterprise gave the appearance of a complete lack of common sense.

In contrast, the Strathcona Tweedsmuir School case presented as a model of diligence, sound planning, capable preparation, and effective risk management. The leaders and teachers were qualified, they did everything that was expected of them, the students were physically prepared and had undergone extensive skills training. The group executed a perfect rescue once the avalanche struck. Yet seven Grade 10 students died.

Both these tales suggest that another important element in risk management is organizational culture. St. John's School and Strathcona Tweedsmuir School were characterized by strong organizational cultures, although the representatives of the two schools may not have explicitly recognized that this was a factor in how each school approached potentially risky activities.

In the case of St. John's School, there was a strong Christian ethic and a deeply held faith that adversity and challenge built character in boys and young men. Many of the families of boys who died in 1978 continued to send their other sons to St. John's School, remarking that their sons were thriving in the "macho" environment created by the school. The founder of the school once said: "We, at St. John's, believe it's better for a kid to die in the woods than to die in front of the television set."

At Strathcona Tweedsmuir School, there was an enduring culture of high achievement and a strong value placed on outdoor experiences. Although not explicitly acknowledged, recognized or questioned, over the years the School administration's tolerance for risk had crept ever upward, to the point where, in 2003, there was no hesitation to take minor students into a place that posed risks that could have catastrophic consequences.

The respective organizational attitudes shaped everyone at St. John's School and Strathcona Tweedsmuir School, and contributed significantly to the circumstances that led to these tragic deaths on Lake Temiskaming and in Rogers Pass. As a person who works in the sport and recreation sector to help leaders manage risks, these two stories have shown me, without a doubt, that effective risk management is as much about thoughtful reflection and communication as it is about the usual risk management techniques of risk retention, reduction, transfer and avoidance.

For sport leaders, the main lesson from this story is that a dialogue about risk is important. The Board of Directors should approach risk management discussions on a regular basis. This can be done through a number of ways:

- Explicitly communicate to your members your philosophy that the safety and well-being of participants is paramount. If you say this publicly, you will be more likely to think about it and practice it regularly.

- Have risk issues as a standing item on every Executive Meeting or Board Meeting agenda. Use this as an opportunity to brainstorm around the table about risks that the organization might be facing. This part of the meeting can be as short as a few minutes, or it may play out into a full discussion depending on what issues the organization might be facing.

- At the start of the season, or any time that your club is beginning a new activity or new program, have an explicit discussion about risk. Does the upcoming tournament schedule or travel schedule pose any unique hazards that we should pay attention to? If we are proposing a new activity, have we taken the steps to make sure it is safe?

- Think about how you welcome and orient new people who get involved in your organization: whether they are athletes, parents, volunteers or new staff. Be deliberate in your efforts to welcome them, and provide them with an orientation to your programs, policies and expectations. Share with them your philosophy of risk management.

- Invite your insurance representative to meet with your board or executive once each year to review concerns and issues.

- Encourage your staff to pursue professional development relating to ethics, values, risk management and safety.

In short, have the conversation about risk. And don't stop having it.

Foothills Community Sports Association
Risk Management Policy

Preamble

Our Association recognizes risk management as a broad activity that encompasses all facets of our operations. Such an understanding of risk management recognizes that harm or loss can arise from a range of activities and that minimizing such harm or loss requires careful management of all aspects of our Association's operations.

This policy is our Association's attempt to formulate a guiding statement on risk management. It has several purposes:

1. Reinforce an understanding of risk management as having a broad focus;

2. Draw attention to some of the key areas of risk facing our Association;

3. Provide regular benchmarks for review and updating key items relating to these risk areas;

4. Perform an educational function;

5. Over the longer term, contribute to enhancing a "risk management culture" within the Association.

As a sport organization that provides programs and events primarily for youth and families in our region, we take the safety and well-being of our participants very seriously. While we are not averse to taking organizational risks and pursuing beneficial opportunities, we will do so cautiously and in an informed fashion. Given the nature of our clientele, our tolerance for risk is low, and as such we will be conscientious and diligent in our program planning and delivery.

Risk Area 1 - Governance and Policy

Importance to risk management:

A necessary step in risk management is "getting the policy house in order." Sound policies lead to informed and transparent decision-making, which in turn results in improved management of time, resources, disputes and risk exposures. These are the hallmarks of good governance and good governance is essential to managing risks.

Actions:

1. The Board of Directors is strongly committed to upholding our vision, mission and values. These will be communicated regularly and will be reviewed and renewed every two years, or as appropriate.

2. The Board of Directors will take steps to ensure that our Association's Bylaws are reviewed every three years so that they remain current and reflect our evolving needs.

3. We will implement a professional development program for the Board that will involve new Board members receiving an orientation to vision, mission and values of the Association and participating in a board development and training session once per year.

4. Included in the Executive Director's job responsibilities will be the maintenance of an up-to-date policy manual, a copy of which will be provided to all Directors, Committee members, coaches, staff and contractors.

5. As part of its commitment to sound policies and risk management, our Association will establish and maintain current policies to address: conduct, discipline, harassment, appeals, and dispute resolution. These policies will be reviewed on an annual basis to ensure they keep pace with legal developments.

6. The Executive Director will ensure that we fulfill all statutory requirements including compliance with privacy laws, employment laws, employment-related withholdings, and corporate filing and reporting requirements, and will report on these fulfillments regularly to the Board.

Risk Area 2 - Employment

Importance to risk management:

Foothills Community Sports Association has lasting contractual relationships with employees and contractors. These are important to risk management because of the considerable financial investment we make in these relationships, because our Association will be vicariously liable for the fraudulent or negligent actions of these individuals, and because we may also be liable for retroactive withholdings should a contractor be deemed by authorities to be in an employment relationship.

Actions:

1. All employees of our Association will have a written job description and all employees retained after the date of adoption of this policy will execute a written employment contract.

2. All contractor agreements will be drafted carefully, using the resource A Guide to Employment Contracts for Coaches, available from the Coaching Association of Canada, as a guide. Such agreements will include provisions to maintain confidentiality and privacy, and will include provisions to clarify our Association's ownership of intellectual property generated by the contractor.

3. If there is any uncertainty whether a relationship is one of employee or contractor, professional advice will be obtained.

4. Written employee job descriptions and our Personnel Policy will be reviewed by the Board on an annual basis.

Risk Area 3 - Programs and Activities

Importance to risk management:

The core of our mandate is fulfilled through our programs. Our Association conducts programs on its own accord and also does so in partnership with others, primarily member clubs. To manage risks effectively, we must provide sound policies to guide our own activities as well as demonstrate strong leadership to oversee the activities of other entities.

Actions:

1. We will review and update our Event Hosting Standards annually and will promote compliance with the standards through use of an executed Hosting Contract. This contract will be reviewed by an independent professional every three years.

2. We will continue to encourage use of our Association's Acceptance of Risk form. Completion of this form is a requirement of participation in our activities, and is highly recommended for use by members clubs.

3. We will continue using Police Records Checks as a screening mechanism for staff and volunteers occupying positions of trust and authority within our Association.

4. Periodically, we will provide risk management educational resources to our member clubs. These resources may include professional development workshops and printed materials.

Risk Area 4 - Contracts

Importance to risk management:

Contracts are a common business tool that routinely identify and allocate risks among the parties to a contract. When an organization executes contracts, it exposes itself to risk in two ways: by assuming certain liabilities that are inherent in the contract, and by facing the possibility of liability should it be in breach of the contract, either intentionally or unintentionally.

Actions:

1. Foothills Community Sports Association will carefully review all contracts that it executes. Such contracts are deemed to fall into two categories:

- Standard form contracts are routine business contracts such as those used to rent facilities, to book accommodations and food/beverage services at hotels or similar establishments, to rent vehicles, to lease office space, to procure products and services from regular suppliers, etc. These contracts must be reviewed by the Executive Director prior to signing.

- Unique contracts are all other contracts including sponsorship and partnership agreements, as well as any contract drafted by our Association or for which our Association may negotiate specific provisions. The terms of these contracts will be approved-in-principle by the Board of Directors and will then be reviewed by an external professional prior to execution.

2. We will not terminate any contract prior to its stated termination date without first obtaining professional advice.

3. On a quarterly basis, the Executive Director will inform the Board of all contracts currently in effect, as well as any new contracts executed and any existing contracts expired, since the previous quarter.

Risk Area 5 - Intellectual property

Importance to risk management:

Intellectual property refers to the intangible assets of our Association such as copyrights, trademarks, logos, confidential and proprietary information, and reputation and goodwill. Although it is difficult to measure a discrete value of these items, without them our Association would not have the recognition, image and brand value that it presently has. Risk management involves protecting intellectual property assets from loss, theft or misappropriation.

Actions:

1. Our Association will register its name and visual image (logo) as a trademark in order to improve our ability to limit its use by others and protect its value.

2. Using employment contracts and other written agreements, we will ensure that copyright in creative works (magazine, website, manuals) is owned by the Association, not by the creators of the work.

3. We will work with our web site host to ensure that membership data, and other confidential information on the web site, is secure from unauthorized access.

Risk Area 6 - Crisis Management

Importance to risk management:

We may find ourselves in adverse situations that pose a risk of harm to members of the Association or the Association itself, or that have the potential to do so. These situations may call for well-informed and swift decisions and actions, as well as strategic communications to minimize the risk of harm to Foothills Community Sports Association's reputation, values, public image and goodwill.

Actions:

1. The President of our Association may declare any situation to be an emergency, subject to the provisions of this policy. Should this occur the President will designate a Crisis Management Team consisting of himself/herself, one other member of the Board, and the Executive Director.

2. The responsibilities of the Crisis Management Team will include:

- Calling an emergency Executive Committee to authorize the necessary actions to address the situation.

- Determining what outside professional services may be required to deal with the situation and making the necessary arrangements to secure those services.

- Identifying a single spokesperson for Foothills Community Sports Association and ensuring that all external communications are made through this individual.

- Carrying out any other directives of the Executive Committee to deal with the situation.

General

1. We recognize that communication is an essential part of risk management. This policy, and our corresponding commitment to risk management, will be communicated to our members, and we will encourage members to communicate to us their risk management issues and concerns.

2. The Board of Directors will make it a practice to include risk analysis as a standing item on every Board meeting agenda. The purpose of the item is to permit the Board to have a regular discussion about risks facing the Association and appropriate risk management responses.

3. Once a year the Board will convene a Board meeting for the sole purpose of reviewing this policy and updating it as required. Staff will be fully involved in this meeting, and there will be no other business conducted at this meeting. The Board may obtain independent risk management advice in conducting this meeting and this review.

4. Each year as insurance is renewed, the Executive Director will review coverage with the insurance broker to determine if there are any emerging risks or issues to be addressed.

Hosting a dialogue about your organization's foundational policies

Developing your organization's mission, vision, and values statement is critical to setting you on the right course. With these fundamental components in place, your organization's volunteers and staff will have a compass to guide them when making decisions. The following framework will help you host a conversation on your organization's mission, vision, and values, and will help you identify what your organization's core purpose is.

Remember that the more people you engage in the conversation, the more likely you will craft vision, mission and values statements that reflect the shared understanding of your members.

Here are some definitions to set the stage:

- **VISION** is a compelling description of an ideal future state. There are no formal rules for visions, except that they are meant to describe what the organization wants to accomplish (the big picture). Organizations adopt visions that work for them – that inspire their members, staff and supporters. Vision statements may describe how things would be different as a result of the organization's efforts, or how the organization wants to be perceived by others. Visions statements should be long-term in their orientation and inspirational in their wording.

- **MISSION** is a concise description of an organization's key purpose. It describes what the organization does every day in its effort to achieve its vision. Because a vision statement is often expressed as a dream or an ideal, the mission statement will usually be more practical. A good mission statement is concise and precise, and is usually very enduring, meaning that it does not change over time. It answers the question, "why do we exist"? Keep in mind that without a clear mission, an organization has no reason for being!

- **VALUES** are the core beliefs that transcend specific situations, and that shape the way people behave and make decisions. Values describe what matters most to people, and within an organizational context, they describe what the organization's ethical and cultural priorities are. Some people have described values as the glue that holds an organization together, uniting its people in a common purpose. When an organization's values are clearly communicated and widely shared, the organization will attract members, volunteers and leaders that contribute effectively to that common purpose.

And here are some steps to follow to host the dialogue:

Step 1 – Invite people to join in a conversation

- Invite people to a meeting to hold a conversation about building the organization's mission, vision and values. The group does not have to be large but should be representative of a broad cross-section of your membership. The people invited should want to be there, because they are interested in the conversation.

• To set the context for your discussion, review the definitions set out above. You could also showcase some examples of vision, mission and values statements from other organizations in your community or in your sport.

• In our experience, this meeting should be about three hours in duration. This is usually sufficient time to accomplish the task. If a meeting of this length is not practical for you, then consider holding two meetings: one to explore the values, and the second to explore the mission and vision.

• A skilled facilitator will help ensure success. There may be someone within your organization who can do this, or perhaps there is someone from your local community who can help. If an outside facilitator is used, consider offering an honorarium for their services.

Step 2 - Values exercise

• The purpose here is to explore two questions: *What do we care deeply about? What values can we embrace that will help us to make a difference?* In our experience the values discussion should come first, as the values lens is really helpful in defining your organization's mission and vision.

• Have the individual participants think about and list the values that they hold dear for themselves. For example, a person might place a high priority on characteristics like honesty, respect or creativity. Challenge people to write down ten values that are important to them.

• Then challenge the participants to reduce that list of ten to five. After that, have them remove two more from the list so that they end up with the three values that are most important to them. This can be quite hard, as it really forces people to make choices (in other words, to think carefully about what matters most!).

• Have participants then share those three values with the group, note them on a chart and look for commonalities and themes. Have a discussion about what values you feel, as a group, could be embraced by the organization to guide its decisions and actions. In our experience, values that are important to the people involved in a sport organization translate readily into organizational values. We have also found that there will be considerable overlap among the important values that people share.

• As part of this discussion, try to move beyond simply stating a value to elaborating further on how that values plays out in practice. For example, the value of *innovation* can be expressed in the following principle, *"we believe that creativity, diversity and flexibility are necessary to thrive in a complex environment."*

• The end result of this dialogue is a series of words and statements that convey what values you want for your organization. But remember that a statement of values alone will not translate into lived values. You will need to make an intentional effort to incorporate values into your everyday practices, programs and other initiatives.

Step 3 - Mission exercise

• As noted above, a mission statement is a clear description of your core purpose.

• To explore your mission, ask yourselves the following questions: *What are we most proud of as an organization? How does this reflect our greatest strength? What makes us unique? What do we give to our community that no-one else does? What can we be the best at in our community? How do we use our strengths to get results?*

• Another way to get at your core purpose is to ask, *what would happen if we were not here? Ask yourselves, if we ceased to exist, what would not be achieved in our community?*

• The end result is a brief paragraph that describes your organization's core purpose in simple, yet powerful language.

Step 4 - Vision exercise

• Remember that a good vision statement is one that inspires you!

• Reflecting on your values (which are a statement about what matters most to you) and your mission (which describes your core purpose), have your individual participants reflect on the following questions: *Thinking ahead 10 years from now, how is the world different because our organization's existed? What differences do you see? How did your organization contribute to this? If all the stars aligned perfectly and we had all the resources and opportunities that we wanted, what could we achieve?*

• Reflecting on these questions, invite the members of the group to take five to ten minutes to dream their own vision statement. Then invite them to read them aloud or write them on a flipchart or blackboard. As a group, review these and see if there are some common themes being reflected. There may be one or two vision statements that get the group excited.

• Narrow in on the statements that resonate well with the group. Discuss these and see if you can arrive at a statement that describes your organization's preferred end-state. Writing "by committee" is a tough task but in our experience it is likely that there is at least one person in any group who has a gift for words. This person, and your facilitator, can take the lead on crafting the final text of the vision statement.

Step 5 – Communicate the results

• Ideally, at the end of your meeting or meetings, you should have a good written draft of your values, mission and vision. Have the facilitator or a volunteer type these up and circulate them around to everyone who participated in the session.

• Your organization may then wish to take a little more time to revise and refine the results of your work. Ultimately though, these foundational statements should be approved by the Board of Directors and shared widely with the membership.

• Take pride in what you have accomplished and communicate your foundational policies to the world! Put them on your website and into your program brochures. You can print them on posters and hang them in your facility or in your offices. Share them with staff, volunteers and members, both existing and new.

• Do not underestimate the power of these foundational statements. Visit them often and use them in your planning and decision-making. They are a solid foundation on which success is built.

Tecumseh Valley Multi-Sports Association Policy on Member Conduct

Preamble

Membership in Tecumseh Valley Multi-Sports Association (TVMSA), and participation in its activities, brings with it many benefits and privileges that are balanced by member and participant responsibilities and obligations.

This policy defines the parameters for these responsibilities and obligations, and thus identifies a standard for behaviour that is expected of all TVMSA members and participants. This policy also identifies the procedures to be followed when this standard is not achieved.

1. Application of this Policy

a) This Policy applies to all Members defined in the bylaws of TVMSA ("Members") as well as any individuals engaged in activities with TVMSA, including parents and spectators ("Participants"). This Policy applies to the conduct of Members and Participants at any TVMSA activities, programs and events.

2. Expected Standard of Ethical Conduct

a) TVMSA is committed to providing an environment in which all individuals are treated with respect. All Members and Participants of TVMSA are thus expected to:

- Demonstrate through words and actions the spirit of sportsmanship, sports leadership and ethical conduct.
- Treat others with respect and refrain from negative remarks or conduct.
- Care for and respect the property and assets of TVMSA.
- Avoid and reject the non-medical use of drugs or the use of performance-enhancing drugs or methods.
- Consume alcohol and tobacco products responsibly in association with TVSMA social events.

- Refrain from any behaviour that constitutes harassment, where harassment is defined as comment or conduct directed towards an individual or group, which is offensive, abusive, racist, sexist, degrading or malicious.

- Refrain from any behaviour that constitutes sexual harassment, where sexual harassment is defined as unwelcome sexual advances or conduct of a sexual nature that: is offensive and unwelcome; creates an intimidating and hostile environment; or can reasonably be expected to be harmful to participants in the sport environment.

- Refrain from any behaviour that constitutes hazing; and

- Comply at all times with the bylaws, policies, rules and regulations of TVMSA, comply with any contracts or agreements executed with or by TVMSA, and comply with any sanction imposed by TVMSA.

3. Types of Infractions

a) Failure by a Member or Participant to comply with the expected standard set out above may result in discipline and the imposition of a sanction. Infractions are divided into two types, minor infractions and major infractions, which are dealt with using different procedures.

b) **Minor infractions** are single incidents of failing to comply with the expected standards of conduct that generally do not result in harm to others, to TVMSA or to sport. Examples of minor infractions include, but are not limited to:

- Single instances of un-sportsmanlike conduct.

- Single instances of disrespectful comments or behaviour directed towards others

- Single instances of non-compliance with the bylaws, policies, rules, regulations and directives of TVMSA.

c) All disciplinary situations involving minor infractions will be dealt with by the appropriate person having authority over the Member or Participant involved: this person may include, but is not restricted to, a coach, official, director, officer, volunteer or staff member. Penalties for minor infractions may include a verbal warning, written warning, request for an apology, service or other voluntary contribution to TVMSA, removal of certain privileges of membership for a designated period of time, and/or removal from the current activity.

d) **Major infractions** are instances of failing to achieve the expected standards of conduct that result, or have the potential to result, in harm to other persons, to TVMSA or to sport. Examples of major infractions include, but are not limited to:

- Repeated minor infractions.
- Intentionally damaging TVMSA property or improperly handling TVMSA monies.
- Pranks, jokes or other activities that endanger the safety of others.
- Deliberate disregard for the bylaws, policies, rules, regulations and directives of TVMSA.
- Conduct that intentionally damages the image, credibility or reputation of TVMSA.
- Behaviour that constitutes harassment, sexual harassment or sexual misconduct.
- Abusive use of alcohol, any use of alcohol by minors, use of illicit drugs and narcotics, or use of banned performance enhancing drugs or methods.

e) Major infractions will be reviewed and decided using the disciplinary procedures set out in this policy, except where a dispute resolution procedure contained within a contract or other formal written agreement takes precedence.

4. Reporting an Infraction

a) Any individual may report to a Representative of TVMSA a complaint of an infraction by a Member or Participant. Such complaint must be in writing and must be made within 14 days of the alleged infraction. For the purposes of this Section, a "Representative" is any person in a responsible volunteer or staff position within TVMSA.

b) Upon receiving a complaint, the Representative will provide it immediately to the President of TVMSA, or designate, if the President is not available or not able to act in this capacity.

c) TVMSA may determine that an alleged infraction is of such seriousness as to warrant suspension of the Member, or removal of the Participant, pending investigation, a hearing and a disciplinary decision.

d) Upon receiving a complaint of a major infraction, the President (or designate) will review the complaint and may:

- Dismiss the complaint if he or she considers it to be trivial or vexatious.

- Determine that the complaint does not fall within the jurisdiction of this policy, and refer to it the appropriate body having jurisdiction.

- Direct that the infraction be dealt with informally as a minor infraction; or

- Refer the matter to the Discipline Committee to deal with as a major infraction.

5. Disciplinary Procedures

a) The Discipline Committee is a TVMSA committee composed of three persons, who are appointed by TVMSA to deal with the complaint. The Discipline Committee has an overall responsibility to ensure procedural fairness is respected at all times during the disciplinary process, and to carry out this process in a timely manner.

b) Depending on the circumstances of the complaint, the Discipline Committee may authorize an investigation into the alleged infraction.

c) The Discipline Committee will determine the format of the disciplinary process, which may involve an oral hearing in person, a hearing based on written submissions, or a combination of these methods.

d) The Member or Participant will be given reasonable notice of the format as well as day, time and place of the hearing; will receive a copy of the Investigation Report if an investigation was carried out; may be accompanied by a representative; and will have the right to present evidence and argument before the Discipline Committee.

e) After hearing the matter, the Discipline Committee will reach a decision as to whether an infraction has occurred and if it has, what the sanction should be. The Discipline Committee will issue a written decision, including reasons, for distribution to the Member or Participant, the complainant and the President.

f) Where the conduct being reviewed by this policy is of a sensitive nature, the Discipline Committee and TVMSA will keep all proceedings under the policy confidential, except where publication is ordered as part of the sanction, is required by law, or is in the best interests of the public.

g) In fulfilling its duties, and with the approval of TVMSA, the Discipline Committee may obtain independent advice.

6. Disciplinary Sanctions

a) The following are examples of disciplinary sanctions that may be applied where it is found that a major infraction has occurred:

- Verbal or written warning.
- Require a verbal or written apology.
- Service or other voluntary contribution to TVMSA.
- Removal of certain privileges of membership.
- Suspension from certain TVMSA events or activities.
- Suspension from all TVMSA activities for a designated period of time.
- Expulsion from membership; and/or
- Publication of the disciplinary sanction.

b) It is understood that the above are representative penalties only, that they may be modified to fit the circumstances of the infraction, and that they are presented generally in order of severity.

7. Criminal Convictions

a) A Member or Participant's conviction for any of the following Criminal Code offenses will be deemed an infraction under this Policy and will result in expulsion from TVMSA (if the Participant is a Member) and/or removal from TVMSA programs, activities and events:

- Child pornography offences.
- Any sexual offences involving a minor.
- Any offence of assault involving a minor.
- Any offence of physical or psychological violence involving a minor; or

- Any offence involving trafficking of illegal drugs or substances listed on the Canadian Anti-Doping Program's Prohibited List.

8. Appeals

a) Appeals of decisions rendered under this policy will be dealt with under the TVMSA policy on appeals.

Putting your values to work

Increasingly is has become evident that values play an important role in providing a quality sport experience. If values are an expression of what matters most, then they should be reflected in all the work we do. These are some simple ways that administrators and sport leaders can embed values, as thoughts and ideas about what matters most, into an organization's structures, policies and practices. Ideally, this will help those values get translated into daily actions:

Know your values

The first step is to know your organizational values completely and fully. When asked what they are you don't have to check the website or the pages of your strategic plan. They are there at your fingertips, on the tip of your tongue, at all times. Every board member, every committee member, every key volunteer and every employee should know your organizational values by heart.

Incorporate your values into everyday management practices

There are a number of ways this can be achieved. You can use a values framework to recruit, hire and evaluate employees. The organizational design of your annual report, or other publications, can be structured around your values. Your website architecture can take into account your values framework. Written policies should be reflective of your values, especially those that relate to your code of ethics or code of conduct. Use values when designing and organizing programs and when evaluating program success. Let your values guide your priorities in the budgetary process. Use your values framework to recognize and reward volunteers and employees. These are just a few examples of how your values can be included in your daily management and operations – as you start doing this you will undoubtedly find other ways to incorporate values into your daily work.

Consider your values in all your key decision-making

Values are especially helpful when you are making difficult decisions involving trade-offs, compromise, risk and uncertainty. If you are experiencing a roadblock in making a decision – perhaps because the risks and the benefits are comparable whether we decide A or B, therefore there is no clear choice - take a step back, review your values and approach the decision analysis with a fresh set of eyes. You will inevitably find that the values lens puts matters into a clearer perspective, which paves the way for a better, and more principled, decision at the end of the day.

Communicate your values

Place them prominently on letterhead, the website, annual reports, internal reports, your business cards, on your office walls, on banners in your training facility, at all events, on all meeting agendas and meeting minutes, on computer screensavers, etc. You can design your annual report around your values, and your strategic plan can be structured according to values. Put them on tee-shirts and ball caps. Never stop communicating your values – tell the world that your values express what matters most to your organization and that you strive to live those values every day.

Juniper Island Rowing Club
Board of Directors – Position Description

Directors' Legal Duties

A Board is a legal entity and the ultimate legal authority for the organization it serves. A Board is made up of Directors, who have a legal duty to act in good faith, act in the best interests of the organization, and act with the care, diligence and skill of a reasonably prudent person. In becoming a Director of the Juniper Island Rowing Club (the Club), a person agrees to undertake the legal responsibility to perform their role as a Director at all times in the best interests of the Club, and to do so free from any conflict of interest or prospect of personal gain.

Directors' Responsibilities

Authority

The Board of Directors is the legal authority for the Club and has the power to do all things necessary to fulfill the Club's mission and mandate. As a member of the Board, a Director is a trustee under the law and is responsible for the effective governance of the Club, and stewardship of the Club's resources and assets.

Attributes

To fulfill legal duties and responsibilities, Directors must demonstrate the following attributes.

- Commitment to the vision, mission, values, norms of behaviour and work of the Club.
- Specific knowledge or skills in one or more areas of Board policy governance (policy, programs, personnel, finance or advocacy).
- Willingness to serve on one or more committees of the Board.
- Attendance at Board, assigned committee and Annual General Meetings.
- Engagement in the business of the Board and the Club; and
- Support of the Club's special events and projects.

Term

Directors are elected at the Annual General Meeting of the membership and serve a term of two years. A Director may be removed from the Board pursuant to the provisions of the bylaws.

General Duties

A Director is expected to be fully informed on Club matters and to participate in the Board's deliberation and decisions on matters of policy, finance, programs, personnel and advocacy. These duties may include:

- Reviewing and approving policies to govern operations of the Club.
- Reviewing and approving foundational documents, such as bylaws, strategic plans, and key policies including vision, mission and values statements, and providing recommendations to the membership on changes to these documents.
- Reviewing the Board's structure, approving structural changes and preparing bylaw amendments to implement desired changes.
- Approving the Club's annual budget, interim financial reports and annual financial statements.
- Approving the hiring and termination of the Club's staff.
- Approving the terms of reference of Board committees and the appointment of members to committees.
- Assisting in the development and maintenance of positive relations between the Board, committee members and staff which will continually enhance the Club's fulfillment of its mission; and
- Performing specific duties and tasks as may be assigned by the Board from time to time.

Performance Expectations

At a *minimum*, it is expected that Directors will:

- Give notice, with reasons, if unable to attend a meeting of the Board.
- Come to Board meetings informed and prepared.

- Develop a working knowledge of meeting procedures.
- Be sufficiently financially literate to be able to read and assess financial statements.
- Keep sensitive and delicate matters confidential.
- Participate in the maintenance of friendly, positive working relationships within the Board; and
- Speak positively of the Club to members, funders, partners and the public.

Evaluation

Each Director's performance will be evaluated annually by the Board based on the performance of these duties and assigned tasks.

Approval of this policy

This document was approved by the Board of Directors on November 15, 2008. This document will be reviewed annually, and a copy of it will be provided to all Directors on an annual basis.

Tri-Cities Soccer Club

Coach Agreement

As a member of Tri-Cities Soccer Club, I agree to abide by the following guidelines, to ensure a quality sport experience for all athletes that I coach.

As an appointed volunteer coach with Tri-Cities Soccer Club, I commit to:

- Create a playing environment that is safe, well-organized, professional and fun.
- Project a positive image of the sport and of coaching.
- Be responsible for my own behaviour and also the behaviour of my team members, their parents and their fans.
- Never physically, verbally or mentally harm a child in my care.
- Respect the rights of my players, the rights of other players, and the rights of coaches, officials, parents and fans.
- Lead by example and encourage my team members to play by the rules of the Tri-City Soccer Club, and the rules of the game.
- Provide a sport environment for my team that is free of drugs, tobacco, alcohol, hazing, harassment and abusive behaviour and language.
- Make every effort to improve my knowledge of coaching techniques so that I can teach the sport properly to my players.
- Place the emotional and physical well-being of my players ahead of any personal desire or external pressures to win.
- Ensure that my players are supervised by myself or another designated adult at all times, and never allow my players to be left unattended or unsupervised at a game or practice for any period of time.
- Never knowingly permit an injured player to play or return to the game without proper medical approval.
- Ensure that all equipment used by my players is safe and conforms to the rules of the game. I will not allow my team to use illegal or unsafe equipment, or to play in unsafe premises or facilities.
- Respect the game, league officials and other coaches, and communicate with them in an appropriate, respectful and professional manner.
- Ensure all players have an opportunity to develop and improve their skills while playing with Tri-Cities.

- I will adhere to the Tri-Cities Soccer Club Member Code of Conduct, including any policies of Tri-Cities or other governing bodies that apply to recruiting of players and transfer of players.
- I will support the True Sport Principles of Go For It, Play Fair, Respect Others, Keep It Fun, Stay Healthy and Give Back.

Coach's name: _____

Coach's signature: _____

Date: _____

Tri-Cities Soccer Club

Athlete Agreement

I understand that there are benefits and privileges associated with being selected to a Representative Team of Tri-Cities Soccer Club, and that these are balanced by personal responsibilities and obligations.

As a member of a Tri-Cities Team, I therefore agree to:

- Represent the Tri-Cities Soccer Club and the Tri-Cities region to the best of my ability.
- Conduct myself in a manner that projects a positive image, that is beneficial to the Team and that demonstrates good sportsmanship, sports leadership and ethical conduct.
- Treat all others, including coaches, managers, officials, teammates, opponents and spectators, with respect.
- Avoid the non-medical use of drugs and the use of performance-enhancing drugs or methods.
- Refrain from using or possessing alcohol or tobacco in conjunction with any team activities.
- Participate in all training activities, competitions, events, activities or projects to which the Team has made a commitment.
- Adhere to all rules regarding equipment, clothing, uniforms or logos that may be imposed by Tri-Cities Soccer Club, host facilities or event organizers.
- Assume responsibility for any damages to property that I might cause (including host facility, host hotel, billets' homes, vehicles or any personal property owned by others).
- Comply at all times with the directions of my coach and with the bylaws, policies, rules and regulations of Tri-Cities Soccer Club.
- Promote the True Sport principles of Go For It, Play Fair, Respect Others, Keep It Fun, Stay Healthy and Give Back.

I understand that my failure to comply with this Agreement may result in my removal from the Team, my being sent home from a competition at my own expense, and/or my being subject to other disciplinary sanctions pursuant to the Tri-Cities Soccer Club Member Code of Conduct.

I acknowledge that I have read and understood the responsibilities and obligations set out above.

By signing this Agreement I also give consent to the publication of written information pertaining to me (excluding medical or health information) and to the publication of my personal image and performance results, for non-commercial educational, promotional and archival purposes.

_____	_____	_____
Print Name	Signature	Date

_____

Signature of Parent/Guardian
(if athlete is under 18 years of age)

Emergency Action Plan

An Emergency Action Plan (EAP) is a plan designed by a sport coach to assist him or her in responding to emergency situations. The idea behind having such a plan prepared in advance is that it will help the coach, and others, respond in a professional and clear-headed way under stressful circumstances.

An EAP should be prepared for the facility or site where you normally practice and for any facility or site where you regularly host games. For away games, ask the host team or host facility for a copy of their EAP.

An EAP can be simple or elaborate, but should cover off the following seven items at a minimum:

- Designate in advance who is in charge in the event of an emergency (this may very well be yourself, the coach).

- Have a cell phone with you, with battery fully charged. If this is not possible, know exactly where a telephone that you can use is located. Have spare change in the event you need to use a pay phone.

- Have emergency telephone numbers with you (facility manager, fire, police, ambulance, public safety) as well as contact numbers for your participants (parents, guardians, next of kin, family doctor).

- Have on hand a medical profile for each participant, so that this information can be provided to emergency medical personnel. Include in this profile a signed consent from the parent/guardian to allow medical treatment in an emergency.

- Have a First Aid kit accessible and properly stocked at all times. All coaches are strongly encouraged to pursue First Aid training.

- Designate in advance a call person (the person who makes contact with medical authorities and otherwise assists the person in charge).

- Be sure that your call person can give emergency vehicles precise instructions to reach your location or site.

City-Wide Basketball League Issues Management Plan

AREA	POTENTIAL ISSUE	MEASURES TO DEAL WITH THIS ISSUE	PROCEDURES TO BE FOLLOWED	KEY MESSAGES	SPOKESPERSON
Conduct of coaches	In the minor sports sector, there is a trend towards offering at least some training to house-league coaches. Our League offers insufficient training for its non-competitive coaches, potentially leading to safety concerns, interpersonal and organizational conflict, and poor management of the League's values and public image. This may increase the number of member and public complaints that our League has to deal with.	Institute a system to require police records checks for all house-league coaches – phase this in over a 12 month period if the administrative burden is too great. Develop and deliver a 1.5 hour training session for all house league coaches to ensure they understand: our League's philosophy and values; safety management procedures; techniques for dealing with conflict; and general roles and responsibilities of coaches.	If there is a complaint about a coach, we want to be sure we have done our due diligence to minimize the likelihood of having a coach who does not reflect League values and does not have skills to provide a safe environment for our youth players. Such a complaint would be dealt with using our League's complaint procedures.	Our club believes in offering a quality sport experience for all of our participants. We do so, in part, by providing a safe environment for practices and games. Our coaches are appropriately screened and trained, and they are provided with resources and support to help them fulfill their roles and responsibilities as a volunteer coach. As a League, we believe in the values and principles of the True Sport movement and we work to bring these to life through our programs and procedures.	Club President If the President is not available, then the spokes-person will be the League Convenor.

City-Wide Basketball League Issues Management Plan cont'd

AREA	POTENTIAL ISSUE	MEASURES TO DEAL WITH THIS ISSUE	PROCEDURES TO BE FOLLOWED	KEY MESSAGES	SPOKESPERSON
Conduct of coaches		Develop a manual of training skills and drills, and game rules for house league coaches to assist them in running effective practices and games. Declare our League's commitment to the True Sport movement as a public way of encouraging and fostering ethical behavior. Reinforce these messages by including the True Sport logo on League brochures and registration forms, team uniforms, and on posters and banners for display at games.	If there is an accident or injury involving a coach or players, the league's Emergency Action Plan will be followed. In the event of other issues or concerns, the League Convenor will take proactive steps to communicate directly by phone or in person with the parties involved and to try to reach an informal resolution.	No amount of planning and supervision can guarantee that bad things won't happen, but we are committed to learning from these experiences, making adjustments as required and monitoring their effectiveness. We are continually working to offer more and better training to our volunteer coaches, to ensure that our members enjoy a quality sport experience.	Club President If the President is not available, then the spokes-person will be the League Convenor.

Guide for a facilitator hosting a Risk Management Workshop

Before the workshop

- Prior to the actual workshop, review all relevant materials provided by the organization including their strategic plan, their website, their operational plan and their strategic priorities.

- It's also helpful to speak with the organization's Executive Director or lead staff person prior to the session to determine if there are any pressing risks or any interpersonal conflicts that may affect the tone of the meeting.

- Ensure that the participants have received any relevant information that may help to increase their participation in the workshop.

The day of the workshop

Welcome and introductions (15 minutes)

- Overview of risk management processes (you'll want to be very familiar with this Guide and the concepts set out in it) (30 minutes)

Facilitated discussion to identify risks

- We recommend that you use the organization's strategic plan or operational plan. In the absence of these documents, you can have them think about the risks that are keeping them up at night, or the things they want to get to but can't because they are too busy putting out fires. Refer to the Guide for common categories of risks to stimulate further discussion. (10 minutes)

- Take time for individual reflection on the risks related to the topic area. Have them list no more than five risks each. (10 minutes)

- Go around the table and ask people to share one risk. Facilitator captures these on a flip chart. Continue to go around the table, one risk at a time, until all risks have been identified under that category. (30-45 minutes)

- Group risks together where possible. In our experience, each category normally uncovers six to nine risks. Often risks are connected to each other and when grouped together they form more robust statements. (15 minutes)

Break

Facilitated discussion to assess risks

- Assign a person to be a recorder. This could be a volunteer or a staff person of the organization. Their job is to record the discussion in the risk assessment worksheets.

- Take one risk and begin the process of ranking it in terms of possibility and consequence using the framework set out in the Guide and the risk assessment worksheet. Each risk assessment can take between 15 minutes and 45 minutes depending on the risk itself. The critical part is to define the risk. Then follow the steps identified in the worksheet to complete the process.

- Repeat the step above for each subsequent risk. You may find that it becomes easier once people have been through this step a few times.

Winding up the day

- Prior to wrapping up the day's session, ask people to consider how they might apply risk management in their daily work. Think about how they can integrate the risk management approach in their systems, procedures or policies. You will be surprised at what they come up with.

- Finish the day with two questions: what did you like the most and what would you recommend we do differently next time?

- Repeat a second day or at a later time and encourage the organization's staff and Board to implement risk assessments on a continual and systematic way.

After the workshop

The facilitator, assisted by the recorder, transfers the information recorded in the worksheets into a risk registry, along the lines of the example shown in Appendix 16. This risk registry becomes a tool to guide the Board in its ongoing risk management efforts.

Buckhorn Racquets Club
Policy on Police Checks

Purpose

1. Screening of personnel is an important part of providing a safe environment and has become common practice among organizations in the social profit sector that provide programs and services to youth, including sport organizations.

2. Buckhorn Racquets Club (BRC) is responsible, at law, to do everything reasonable to provide a safe and secure environment for participants in its programs. BRC takes very seriously, and is committed to, fulfilling the duty of care it owes to its members.

3. This policy on Police Checks is one of several policy tools that BRC uses to fulfill this legal responsibility to provide a safe environment and to protect its members and participants from harm.

Policy Statement

4. Not all personnel affiliated with BRC will be required to undergo screening through a Police Check, as not all positions pose a risk of harm to BRC or its members. BRC will determine, as a matter of policy, which "designated positions" will be subject to screening through a Police Check.

5. For the purposes of this policy, persons who will be subject to screening through a Police Check are those who work closely with minor athletes and who occupy positions of trust and authority within BRC programs. Such "designated positions" include:

a) Tennis and squash professionals hired by BRC;
b) Tennis and squash instructors retained or contracted by BRC to teach in youth programs;
c) Summer staff hired by BRC to lead summer camps and youth clinics;
d) Volunteer coaches of BRC's "Inter-Club" travelling teams; and
e) Officers of BRC having signing authority for financial transactions (President, Vice-President, Secretary and Treasurer).

6. It is BRC's policy that:

a) Police Checks will be mandatory for all persons in "designated positions." There will be no exceptions.
b) Failure to participate in the Police Checks process as outlined in this policy will result in ineligibility for the "designated position."

c) BRC will not knowingly fill a "designated position" with a person who has a conviction for a "relevant offence" as defined in this policy.

Procedure

7. Police Checks will be received and reviewed by an individual (the "Screening Official"), appointed by the Board of Directors for this purpose, who will operate independently of the Board of Directors and staff of BRC.

8. Each person subject to this policy will apply for and obtain a Police Check from the local police detachment. If there is a charge to obtain the Police Check, BRC will reimburse the person for such expense.

9. Each person subject to this policy will submit the original copy of their Police Check to the Screening Official, c/o BRC, in an envelope marked "Confidential". The envelope may be mailed to BRC at its mailing address or may be dropped off at our Fulton Street office.

10. The Screening Official will review all Police Checks received and will determine whether the Police Check reveals a relevant offence.

11. If a person's Police Check does not contain a relevant offence, the Screening Official will return the original Police Check by mail to the person who supplied it.

12. If a person's Police Check does contain a relevant offence, the Screening Official will notify the person and BRC that the person is not eligible for the "designated position." The Screening Official will return the original copy of the Police Check to the person who supplied it.

13. Police Checks are valid for a period of three years. The Screening Official will notify individuals when a new Police Check is required.

Relevant Offences

14. For the purposes of this policy, a "relevant offence" is any of the following offences for which pardons have not been granted:

a) If imposed in the last five years: any criminal offence involving the use of a motor vehicle, including but not limited to impaired driving.

b) If imposed in the last ten years: any crime of violence including but not limited to, all forms of assault; or any criminal offence involving theft or fraud.
c) If imposed at any time: any offence of physical or psychological violence involving a minor or minors; any criminal offence involving the possession, distribution, or sale of any child-related pornography; or any sexual offence involving a minor or minors.
d) If imposed at any time: any offence involving trafficking of illegal drugs or substances listed on the Canadian Anti-Doping Program's Prohibited List.

Records

15. The Screening Official will retain no copies of Police Checks, but may retain written records of its communications with the persons submitting the Police Check and with BRC. All records will be maintained in a confidential manner and will not be disclosed to others except as required by law, or for use in a legal, quasi-legal or disciplinary proceeding.

Review and Approval

16. This policy was approved by the Board of Directors of BRC on November 15, 2009 and comes into effect on February 15, 2010. This policy will be reviewed by the Board of Directors, with input from the Screening Official, on an annual basis, to be updated as required.

Granite Hockey Association - Transportation Policy

Preamble

The purpose of this policy is to establish guidelines to promote safe transportation of Association members and participants, and to take appropriate steps to ensure that volunteer drivers are appropriately qualified.

Location transportation

It is the Association's expectation that all players will arrange their own personal transportation to and from practices at the Canada Games Centre Fourplex. Note that all players must be picked up in a timely manner at the end of practices, as Coaches will not transport players home.

Local travel (trips under two hours)

When a team travels to a local event or competition and one-way travel time is less than two hours, it is the Association's expectation that team members will arrange their own personal transportation. Shared transportation and car-pooling is encouraged, but it is understood that such arrangements are made privately by players and their families, and do not represent official travel on behalf of the Association.

Regional travel (trips two hours or over)

When a team travels to a regional event or competition and one-way travel is two hours or more, the Association will arrange for organized car-pooling involving volunteer drivers using their personal vehicles, for those team members who are unable to arrange private transportation. Volunteer drivers who drive their own personal vehicles while transporting players acknowledge that any accidents or losses will be covered by their personal automobile insurance policy. The Association's insurance program will come into effect only after the volunteer driver's personal insurance coverage is exhausted.

Overnight travel

When a team travels to an event or competition that involves an overnight stay, the Association will arrange for rental of vans, to be driven by qualified volunteer drivers, the cost of which will be covered by team members. Where vehicles are rented by the Association for transportation purposes, and driven by volunteer drivers, any accidents or losses will be covered by the Club's non-owned automobile insurance policy.

Volunteer drivers

In order to be a volunteer driver with the Association, an individual must provide the Association with a photocopy of their driver's license, their personal insurance certificate (pink slip) and their vehicle

registration, and must also have supplied the Association with a clean driver's abstract within the previous 12 months. Volunteer drivers must drive safe and well-maintained vehicles, and between October 15 and April 1, such vehicles must be outfitted with snow tires.

Further, volunteer drivers agree to comply at all times with laws and regulations concerning driving, including laws pertaining to the use of seatbelts, cellular phones and other handheld devices, speed limits and impaired driving. Should any fines or penalties be imposed as a result of a failure to comply with these laws and regulations, the volunteer driver will be solely responsible for them.

If involved in an accident, the volunteer driver will cooperate with the police, with the Association, and with the Association's insurance or legal representatives.

Depending on the nature and the duration of the trip, and with the approval of the Association, volunteer drivers may be compensated for mileage costs according to the Association's expense policies.

Driving by coaches

In no circumstances will a Coach transport players unless the player is a member of the Coach's own family, or the Coach is a volunteer driver with the Association, as defined above.

Liberty Spikes Volleyball Club
Risk Assessment Worksheet

STEP 1: Identify the Risk

(Risk = the chance of something happening that can have an impact on achieving desired outcomes):

_____

_____

_____

_____

_____

STEP 2: Analyze the Risk

1. The possibility of this risk occurring is:

❑ unlikely - less likely to happen than not

❑ possible - just as likely to happen as not

❑ probable - more likely to happen than not

❑ almost certain - sure to happen

2. The consequence if this risk occurs is:

❑ minor - will have an impact on the achievement of the objective that can be dealt with through internal adjustments

❑ moderate - will have an impact on some aspect of the achievement of the objective that will require changes to strategy or program delivery

❑ serious - will significantly impact the achievement of the objective

❑ catastrophic - will have a debilitating impact on the achievement of the objective

	Minor	Moderate	Serious	Catastrophic
Almost Certain				
Likely				
Possible				
Unlikely				

STEP 3: Evaluate Risk Treatment Options

1. Describe what current controls/measures are presently in place for this risk?

2. Are these controls/measures adequate? ___ yes ___ no
Why?

3. Can this risk be accepted as is, with the current controls in place? ___ yes ___ no
Rationale, if answer is "yes" (remaining questions do not need to be answered)

4. Can this risk be avoided altogether? ___ yes ___ no
If yes, how?

5. Can this risk be transferred to others? ___ yes ___ no
If yes, how and to whom?

6. What are other treatment measures we can use to reduce the possibility or reduce the consequences of this risk?

STEP 4: Select Preferred Risk Treatment Option

1. Recommended risk treatment action:

2. Responsibility for action:

3. Resources required:

4. Timeline:

5. Reporting and evaluation:

6. Communicate progress:

Other comments:

Examples of risk management strategies

The following are simple illustrations of techniques commonly used to manage risks. This information is not presented with the intention of serving as a checklist. While some sport leaders may believe that following a checklist is sufficient, we are of the view that risk management is a process of analysis and judgment to be applied in a systematic fashion in each situation. The risk management measures and commitments that are the outcome of that analysis will vary from one organization to the next.

The illustrative examples of measures to *reduce* risks listed below are grouped according to the *source* of risk:

Where source of risk is facilities and equipment

- Design and follow a regular maintenance, repair and replacement program for your facilities and equipment.

- Design security measures to protect office equipment and data, such as careful control of keys and regular schedules for data backup.

- Strictly enforce the use of prescribed safety and protective equipment at all times – no equipment, no game!

Where source of risk is people

- Provide all new board and committee members with detailed orientation materials and consider a mentor or "buddy" system for new volunteers.

- Comply with any existing policies or legislation regarding screening of staff and volunteers.

- Carefully recruit, select and train volunteers, particularly those who will be working directly with children, youth or other vulnerable persons.

- Prepare written job descriptions for all staff and volunteer positions and approve a personnel policy which provides clear procedures for handling personnel matters.

- Help staff pursue professional development so that they can remain current with trends in the sport and the industry.

- Support ongoing certification of coaches and officials, and training of volunteers so that they remain up to date on new safety practices and other innovative techniques.

• Develop and implement codes of conduct, discipline and dispute resolution policies that will enable the sport organization to better handle controversial decisions and disputes.

• For major events, develop emergency response plans that identify key roles and responsibilities in the event of an injury or other incident.

Where source of risk is program

• Educate participants and parents about inherent risks of the sport through verbal messages, signage and printed materials such as informed consent agreements.

• Well in advance of team selection events, develop sound criteria and a process for applying the criteria to make selections.

• Post appropriately-worded rules and warning signs in prominent places throughout the facility.

• Incorporate relevant standards and guidelines from higher level sport governing bodies (national and international) into the sport organization's operating procedures, and encourage member clubs and associations to do the same.

• When running social events, follow approved food preparation and alcohol management practices at all times.

These are illustrative examples of measures to *transfer* risks:

• Insist that adult participants sign a waiver of liability agreement (if the organization has decided, philosophically, that it wishes to use waivers in its programs).

• Review all insurance needs and purchase insurance coverage that is appropriate in scope and amount for all activities as well as all paid and volunteer personnel.

• Contract out discrete work tasks such as instructional clinics, event management, catering, bartending and transportation to outside parties.

• Ensure that there are proper indemnification provisions in all contracts signed by the organization, including those relating to rental of facilities, contracts for services, and licensing and sponsorship.

• If putting on a major event jointly with other organizations, create a partnership agreement that defines and shares the risks among the event partners.

These are illustrative examples of measures to *avoid* risks:

- Decide to simply not do something, because the risk is too great.
- Suspend or postpone events in dangerous conditions.
- Don't travel to competitions in poor weather.
- Restrict novice participants and lower-age groups to lower-risk activities.
- Purchase quality equipment that meets all safety standards.
- Do not serve alcohol at functions where there will be families or minors present.
- Adhere strictly to all the organization's bylaw provisions, policies and rules.

It is interesting to observe that most measures to reduce risks involve planning, organizing and influencing human behaviour. This is an area where sport organizations have the potential to exercise the greatest control and to achieve the greatest risk management impact, and where there exist the greatest number of options to manage risks. At the same time, this is probably the area to which sport organizations devote the least amount of time and the fewest resources, when undertaking risk management.

Kanata Soccer Club Risk Registry September 2007

RISK	SIGNIFICANCE	EXISTING MEASURES	POSSIBLE MEASURES	COMMITMENTS	IMPLEMENTATION / MONITORING
Risk #1. That KSC will not develop, implement and communicate a strategic plan that provides a clear vision and pathway for the Club's progress. KSC currently has an operational plan that informs what it does, but has not put effort into examining new opportunities, long-term planning, sorting out what matters most, developing staff and leaders, and promoting innovation within the organization.	Very significant	• Have put in place key staff to manage Club operations – a General Manager and Technical Director. • Head Coach is about to come on staff. • Board is presently an operational board that is functioning smoothly – but would like to become more of a policy board in the future. • Have excellent people involved at the Board level, capable of thinking strategically, which helps the Club manage in the absence of a strategic plan.	• Commit to development of a strategic plan, using outside resource person to drive the process. • Some issues to consider: - Discuss and articulate a powerful vision for the Club. - Vision and plan need to be communicated clearly to the membership. - Incorporate developmental evaluation into the plan. - Prepare information materials on LTAD for parents. - Major challenge will be how to engage the membership in the planning process.	• Prepare resolution for next Board meeting, to establish commitment to plan. • Invite proposals from planning facilitators to lead us in a strategic planning initiative. • Take a long-term view – it may take six months to establish foundational policies. • Designate $3,500 from the reserve fund to offset facilitator costs. • Consider using Appreciative Inquiry approaches as a way to engage the greatest number of members.	[This column is completed at regular intervals to assess progress on the commitments]

RISK	SIGNIFICANCE	EXISTING MEASURES	POSSIBLE MEASURES	COMMITMENTS	IMPLEMENTATION / MONITORING
Risk #2. That KSC lacks the necessary leadership and infrastructure to bring about the desired cultural changes in the organization, including lack of capacity to be flexible, responsive and adaptable as required. There is a staff workload issue related to this risk – it is difficult to free up staff from daily operations to work on more forward-looking "change management" issues.	Very significant	• KSC has a sound, 5-year operational and technical plan. • Have good, committed and stable staff in place. • Board and staff are firmly committed to LTAD principles and to the process of organizational change. • Planning a large-scale Conference in the Spring of 2008. • Have introduced by-law changes (nomination process, voting structures) to provide greater certainty around governance. • KSC has a good financial reserve to draw on for capital improvements that may be required.	• See Risk #1 – Strategic Plan. • Consider alternate staffing arrangements – such as a sport management intern to assist with daily operations, freeing up the General Manager to focus on change management. • Position the Spring 2008 Conference as a launch for strategic plan, LTAD branding, marketing. • Possibly partner with True Sport's evolving Club Excellence project. • Board needs to transition away from operations to become more of a policy governing board. • Need to do performance measurement throughout the change process – are desired outcomes being achieved?	• Contact Sport Management Programs at Brock University and Algonquin College to secure an intern. • Engage the Board in a professional development session on governance practices, to set the stage for a more in-depth discussion on KSC's governance models. • Tap into expertise of a communications consultant to assist in strategic communications surrounding the Spring Conference. • See Risk #1 – Strategic Plan measures.	

cont'd

RISK	SIGNIFICANCE	EXISTING MEASURES	POSSIBLE MEASURES	COMMITMENTS	IMPLEMENTATION / MONITORING
Risk #3. That the attitudes of coaches are not aligned with the philosophy of KSC. This is also related to lack of coaching capacity, Risk #6.	Significant	• KSC offers regular clinics to coaches on LTAD. • Winter development program ("Academy") is working well with LTAD focus, mandatory Level I training, station coaches, etc. • KSC's philosophy is to see that all coaches who coach coaches are compensated. • Technical Director continually reinforces message and philosophy of LTAD.	• Consider expanding Academy-style program to year round (summer as well as winter development), and to lower age groups. • See Risk #1 and Risk # 2- Need to develop a plan for cultural change that involves promotion of values, education, information, communication, incentives to build loyalty to the KSC vision. • Remove impediments to an enjoyable experience for volunteer coaches – enforce parent Code of Conduct, offer training and awareness on conflict resolution, consider financial incentives (membership fee reduction in a future year), identify other programs that support volunteer coaches. • Consider a True Sport "Ambassador" program – each team has a designated parent to act as ombudsperson, liaise with all parents, promote Code of Conduct, promote True Sport values, fill role of "peer mediator" (this could be linked with Respect in Sport program).	• Expand Academy program as suggested, using a phased approach. • Create an Ambassador Program as a pilot project with one team, using funds from the True Sport Foundation. Evaluate results and consider expansion to all rep. teams. • Review and update Parents Code of Conduct and communicate using the message that we are striving to create an enjoyable experience for all players and coaches. • Contact Respect in Sport to determine feasibility of adopting this program for our coaches (costs, benefits).	

RISK	SIGNIFICANCE	EXISTING MEASURES	POSSIBLE MEASURES	COMMITMENTS	IMPLEMENTATION / MONITORING
Risk #4. That KSC's future success will be limited by a lack of volunteer capacity. This is a universal challenge for sport organizations.	Significant	• KSC is doing very little at this time about this risk.	• Need to develop a comprehensive volunteer strategy (to enable KSC to recruit, retain, retrain, reward, renew, reassign, retire volunteers). • Prepare written volunteer job descriptions. • Need to promote message to community/parents that volunteers do not need to know the game of soccer to make a contribution. • Prepare "volunteer facts and figures" or "volunteer by the numbers" to express the KSC's investment in the community's social capital – publish in the local newspaper. • Run a "volunteer corner" in the newspaper to recognize great volunteers. • Develop and foster a culture of continual learning for volunteers.	• Engage the Centre for Sport and Law to work with us to create written job descriptions for all volunteer positions. • Examine budget to determine if we can provide small financial incentives to encourage volunteers to pursue learning opportunities. • Establish a Task Force to lead on creating a volunteer management strategy – to address volunteer communication, recognition and renewal.	

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RISK	SIGNIFICANCE	EXISTING MEASURES	POSSIBLE MEASURES	COMMITMENTS	IMPLEMENTATION / MONITORING
Risk #5. That KSC has inadequate policies and procedures for safety management. KSC has a number of policies and guidelines for safety but they are not consolidated or clearly communicated.	Significant	• KSC carries own policy of insurance in addition to that offered through EODSA/ OSA (Ontario Soccer Association). • Every coach is supplied with a stocked First Aid Kit at the beginning of the season. • TMSI (building owner) is on site in the building and has First Aid supplies – also, front desk staff have CPR and St. John's First Aid training and certification. • Have purchased a defibrillator – next step is training of KSC and TMSI staff to use it. • Previously have offered CPR and First Aid training to coaches but uptake was very low. • KSC has policy to cover costs of additional safety-oriented training for those coaches who want to pursue it. • Will be reviewing current insurance policies to avoid duplication.	• Review insurance coverage to ensure that there is no unnecessary duplication. • Need to develop a Safety Management Protocol for the Club – and communicate this clearly to all coaches (Review Hockey booklet on risk management and safety for a possible best practice). • Need to improve incident reporting – determine what the threshold is for reporting medical issues, and institute clear guidelines for reporting. • Continue to promote continual learning among coaches – provide opportunities for safety and risk management training.	• Invite insurance broker to a meeting with the Board to discuss programs and coverage. • With the assistance of the Centre for Sport and Law, and using best practices from other clubs, prepare a Safety Management Policy for KSC. • Institute a new policy that all coaches will attend one risk-management or safety-related course or clinic each year, at KSC expense. • Complete First Aid training with all KSC staff.	

RISK	SIGNIFICANCE	EXISTING MEASURES	POSSIBLE MEASURES	COMMITMENTS	IMPLEMENTATION / MONITORING
Risk #6. That KSC lacks coaching capacity. This risk has many dimensions – coaches have too little support (see Risk #3), there is no succession planning, parental coaching model is not ideal, Club asks too much of coaches and provides too little support.	Moderate	• KSC presently publishes a Manager Handbook for rep. teams. • Publish ample coach information on website. • Provide training for coaches but engagement is low, especially among House League coaches. • Have selection policy for evaluating players to move up to higher levels. • Technical Director does all coaching assignments in rep. league – to address parental issues.	• Provide better support for league convenors. • Look to pay coaches for certain classes of teams (look to other club models for best practices). • Have plans to hire more coaches to oversee certain age groups and rep. teams in the future. • Consider preparation of a Parents Handbook that outlines roles and responsibilities of parents (see Sport Manitoba example as a best practice).	• Prepare a Parents Handbook. • Prepare a long-term financial plan to increase stipends for coaches.	

cont'd

RISK	SIGNIFICANCE	EXISTING MEASURES	POSSIBLE MEASURES	COMMITMENTS	IMPLEMENTATION / MONITORING
Risk #7. That KSC will develop a negative public image. There is a perception that the club is "rich" (has own facility etc.). KSC is seen as a development club, not a competitive club (there is a false dichotomy between recreational and competitive aspects). City is not providing adequate facilities (parking, washrooms, fencing), which reflects poorly on KSC, as it is the most visible user of city fields (although it is not the only user).	Moderate	• KSC has a discreet policy to provide financial assistance to families in need, although this is not widely known. • Board Member (Director of Operations) deals with all City and field issues and does so effectively. • KSC policy is to always leave fields clean and litter-free.	• KSC needs to work in partnership with other clubs on the competitive end of the program (work with other clubs to field competitive teams at OYSL level). • Try to put more onus on the City to deal with problems related to fields, related facilities and capacity. • KSC needs to do more community outreach – to convey vision, values, and philosophy of inclusion. • KSC needs to communicate more with coaches, parents and players about leaving fields and facilities clean. • Need to develop a plan for communication, media management, and public relations.	• See Risk #1 – Strategic Plan. Completion of a plan will help us to communicate our vision and values and do more community outreach. • Partner with other sport groups to present a common front to City officials regarding field amenities and condition. • Consider the services of a communications professional to develop a communications plan. • Create an internship opportunity for a communications student, to assist in implementing our communications plan.	

NOTE: The Kanata Soccer Club is a mid-sized community soccer club located in Kanata, which is in the Ottawa-Carleton Region in Ontario. This Risk Registry is adapted and presented here with the permission of the Kanata Soccer Club.

Vanier High School Athletic Department - City Basketball Championship Risk Registry

SOURCE OF RISK	IDENTIFICATION OF RISK	SIGNIFICANCE OF RISK	EXISTING MEASURES TO TREAT RISK	ADDITIONAL MEASURES TO TREAT RISKS	ACTION PLAN (WHO WILL DO WHAT AND BY WHEN)
Facility/ Equipment	That our older scoreboard and score-clock will malfunction during game.	Likelihood = unlikely Consequence = moderate Overall risk = medium	Annual maintenance is performed by the supplier (March of each year). Custodian checks all bulbs monthly and replaces broken ones.	Ask supplier to move maintenance check up one month. Have custodian do bulb inspection the day before the game. Have stopwatch and score sheets ready as back up in the event of malfunction.	Mr. Gagnon to contact supplier and custodian to schedule inspections. Secure two stopwatches from the Track and Field coach. Have Assistant Basketball Coach prepare score sheets in advance. Recruit one volunteer from each of the girls' and boys' Basketball teams to be ready if needed.
People	That there will be overcrowding in our gymnasium (two other schools are competing for the Championship which we are hosting, and they have a strong rivalry – our own students from Vanier will also be attending).	Likelihood = likely Consequence = major Overall risk = high	Charge $2 admission and do hand stamp. Teacher volunteers to provide security.	Close admission ten minutes before tip-off (5:50 PM): no spectators will be admitted after this time. Recruit four members of Senior Football team to assist teachers with Security. Borrow extra portable bleachers from West Bolton Middle School.	Post notices at Vanier HS about timing and include in morning announcements the week of the game. Mr. Gagnon to telephone the two competing schools who are bussing spectators to advise them of timing. Football coach to select security volunteers: Mr. Gagnon to review position requirements with teachers and football volunteers in advance of game. Basketball Coach (who has a truck) to secure two parent volunteers to help move, install and return the bleachers. Mr. Gagnon to inspect that they have been properly assembled prior to game.

cont'd

Vanier High School Athletic Department - City Basketball Championship Risk Registry

SOURCE OF RISK	IDENTIFICATION OF RISK	SIGNIFICANCE OF RISK	EXISTING MEASURES TO TREAT RISK	ADDITIONAL MEASURES TO TREAT RISKS	ACTION PLAN (WHO WILL DO WHAT AND BY WHEN)
Activity	That Vanier HS will not be perceived as presenting a professional event (note: city media will be present!).	Likelihood = possible Consequence = major Overall risk = high	Follow normal school protocols for a basketball game (planning, gym set-up, event volunteers, half-time concession, event security, etc.).	Secure services of an experienced announcer. Pay extra charges for a third official. Have all volunteers readily identifiable. Have athletic trainer/ therapist on site.	Mr. Gagnon to contact local radio personality, Joanne Johnson. Art Department Head to create unique T-shirt design, and to order T-shirts, for volunteers (including security personnel). These can be re-used at future events. Mr. Gagnon to check budget and contact ABO regarding third official. Basketball Coach to contact University to secure services of a Certified Trainer and a student athletic therapist (voluntary or honoraria).

Alberta Golf Association (AGA) Volunteer Succession Path - 2007

POSITION	RESPONSIBILITY	MINIMUM TERMS	MAXIMUM TERMS	RECOMMENDED BY	RECOMMENDED TO
Volunteers	* Involved occasionally with tournaments, rules, player development, course rating and/ or Committee work	None	None	* Self, or * Any AGA Member, or * A Member Club	* Zone Council or Provincial Committee at any time
Associate Directors	* Defined role on Zone Council as a Captain, Volunteer, or Committee Member, or * Defined role on a Provincial Committee	* 8 days per year * One-year term	None	* Self, or * Any AGA Member, or * A Member Club	* Zone Council or Provincial Committee at anytime
Directors	* Fiduciary responsibility * Strategic direction * Policy governance	* 15 days per year * One-year term	* 10 consecutive years as a Director	* Self, or * Any AGA Member, or * A Member Club until one week prior to AGM	* See below
Zone Council Chairs	* Coordination with Zone Volunteers and Associate Directors.	* One-year term	* Two years, with option to extend one year	* Self, or * Any AGA Member	* Zone Council to Nominating Committee by September 30th

cont'd

Alberta Golf Association (AGA) Volunteer Succession Path - 2007

POSITION	RESPONSIBILITY	MINIMUM TERMS	MAXIMUM TERMS	RECOMMENDED BY	RECOMMENDED TO
Provincial Chairs	* Coordination of Provincial Committee and related activities	* One-year term	* Two years per position, with option to extend one year	* Self, or * Any AGA Member, or * Provincial Committee	* Executive Committee to Nominating Committee by September 30th
Executive Committee	* Oversight of AGA Committee functions and Executive Director	* One-year term	* Two years per position, except President at one year, with option to extend one year	* Self, or * Any AGA Member	* Nominating Committee by September 30th
Golf Canada Representatives (GC)	* Represent AGA to GC or the GC Women's Division	* Two one-year terms	* Three years	* Self, or * Any AGA Member	* Executive Committee to GC by September 30th

NOTE: This chart shows a logical progression from an entry-level volunteer role to more senior volunteer positions with the Executive Committee of the AGA or a position as representative to Golf Canada (the national body for golf in Canada). It is not essential that every volunteer move through this pathway, but experience at the previous levels will be of distinct benefit in the next level. Relevant experience may also have come from occupational or other volunteer endeavours. Note that all potential volunteers with the AGA must submit an application form and provide two letters of reference.

This chart was created by Leslie Dunning and is used here with her permission and the permission of the Alberta Golf Association.

Druid Aquatics Club (DAC) – Nominations Committee Terms of Reference

NAME	NOMINATIONS COMMITTEE
Mandate	The Nominations Committee is a standing committee of the Board of DAC. It is responsible for ensuring on a continuing basis that the Board of DAC is composed of qualified and skilled persons capable of, and committed to, providing effective leadership to DAC.
Key Duties	The Committee will perform the following key duties: • Identify, evaluate, recruit and nominate qualified persons to stand for election as Directors. • Ensure that a slate of qualified nominees is nominated for election each year and that in any given election no nominee gains office by acclamation. • Promote diversity of Directors in relation to gender, ethnicity, aquatics knowledge, professional backgrounds and personal experience. • Oversee the election process at the Annual General Meeting. • Where appropriate, identify nominees for future nomination as Directors and maintain this information for use by DAC and future Nominating Committees. • Carry out these duties in a manner that encourages a long-term view of DAC's leadership needs, as well as Board succession planning. • Such additional duties as may be delegated to the Committee by the Board from time to time.
Authority	The Committee will exercise its authority without interference from the Board.
Composition	The Committee will be composed of three persons who are members of DAC and who are appointed by the Board within 30 days of the Annual General Meeting. While serving as a member of the Committee, a person will not be eligible to be nominated for election to the Board. In appointing the Committee, the Board will have regard to the diverse nature of DAC's membership and will include at least one man and at least one woman.
Term	Members of the Committee will serve terms of one year, and this term may be renewed to a maximum of three terms. The Board will promote continuity on the Committee by ensuring that in any given year no more than two new members are appointed.
Meetings	The Committee will elect from its number a Chair. The Committee will meet by telephone or in person, as required. Meetings will be at the call of the Chair.
Resources	The Committee will receive the necessary resources from DAC to fulfill its mandate. The Committee may, from time to time, receive administrative support from the DAC office.
Reporting	The Committee will report to the membership, in writing, at the Annual General Meeting.
Approval	These Terms of Reference were approved by the Board of Directors of DAC on April 15, 2010.
Review	The Committee will review these terms of reference on an annual basis and will make recommendations to the Board on any revisions, if warranted.

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