



CURLING CANADA

**Board of Governors
Manual**

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BACKGROUND

WHO WE ARE

a. **Registered Canadian Athletic Association**

We are a Registered Canadian Amateur Athletic Association and are a non-profit association whose exclusive purpose and function is to promote amateur athletics in the form of Curling in Canada on a nation-wide basis. We are governed by the ***Canada Not-for-profit Corporations Act***. Under this legislation, the Board of Governors (the Board) is duty bound to “manage or supervise the management of the activities and affairs of” Curling Canada. The Board exercises this duty through the development of policy and oversight of the CEO. The **Members** of Curling Canada are the Provincial, Territorial or Regional Curling Associations (Member Associations) incorporated as not-for profit corporations or societies within their applicable jurisdictions. At general meetings, Members vote to elect Board Members, appoint the financial auditor for the upcoming fiscal year, and enact or amend bylaws.

b. **National Sports Organization (NSO/NSF Defined)**

We are a National Sport Organization (NSO), funded through the Sport Support Program (SSP) for programming that supports the goals of the [Canadian Sport Policies](#).

The objectives of the SSP are to:

- increase opportunities to participate in quality sport activities for all Canadians, including under-represented groups;
- increase the capacity of the Canadian sport system to systematically achieve world-class results at the highest international competitions;
- contribute to the provision of technical sport leadership within the Canadian sport system; and
- advance Canadian interests, values and ethics in sport at home and abroad.

SSP provides funds to Curling Canada for activities that support the development of Canadian athletes and coaches. The results that are expected of Curling Canada include:

- providing national sport programs and services that are aligned with the Sport Support Program objectives;
- increasingly meeting established national accountability standards;
- expanding and strengthening program/policy collaboration;
- providing opportunities to Canadians, including identified under-represented groups, to participate in curling;
- fostering improved performances of Canadian athletes at Olympic and Paralympic Games, and senior world championships; and
- ensuring that Canadians have access to quality sport programs and services.

c. **NSO Responsibilities & Requirements**

As an NSO we are both responsible and required to uphold the following:

- Governing all aspects of Curling within Canada – (i.e., rules, eligibility, membership)
- Managing high performance programs (Team Canada, Next Generation, Carded athletes, Support Services, Coaching, DTE)
- Selecting and managing national teams (Exclusive right to name teams to World and nomination to the Canadian Olympic and Paralympic Committee)
- Implementing national initiatives to develop and promote Curling (Club programs, CAP, learn to curl, feeder systems, school programs, on-ice programs)
- Providing professional development for coaches and officials in curling (coaching support, coach enhancement, Technicians, officials, umpires professional development)
- Proposing and supporting bids for international competitions in Canada (Worlds, Olympics, other competitions)

d. Canadian Olympic /Paralympic Committee

We are a member of the Canadian Olympic and Paralympic Committees and are dedicated to facilitating the goals of each respective committees in direct alignment with objectives of Curling Canada.

e. World Curling Federation

In keeping with Canada's role as a world curling leader, we aim to have a strong and consistent representation at the WCF General Assemblies. It is through our presence that we are able to consistently support the expansion of Curling Canada and its strategic objectives. Under the current constitutional framework of WCF, a member association's voice and vote is proportional to the number of curlers it represents in its own country.

PURPOSE, MISSION, VISION & VALUES

Purpose

To create more Canadian Curlers, more Canadian Curlers curling better, and more Canadian Curling fans.

Mission

We inspire and lead all Canadians, from playground to podium, to make curling a part of their lives in the way they enjoy it most by fostering an environment and system that allows them to achieve their personal goals.

Vision

Curling Canada is the leading expert and growth engine for curling excellence in Canada.

Values

- Inclusivity through Curling
- Excellence in performance
- Genuine Fun
- Fairness in play
- Authentic stakeholder engagement
- Personal Growth

OBJECTS OF THE ASSOCIATION

(As Updated at 2018 Annual Meeting)

The Objects of the Association are:

- a) To be the national sport governing body for curling in Canada;
- b) To promote curling in Canada on a nation-wide basis;
- c) To establish and enforce the rules of the sport of curling in Canada as well as a process by which differences and disputes can be settled;
- d) To promote and conduct Canadian Curling Championships;
- e) To be an active and positive influence in international curling through positive participation with the World Curling Federation and other National Curling Associations;
- f) To respect and preserve the history and heritage of Canadian curling, and to recognize and honour the achievements of athletes and builders in the sport of curling.

GOVERNANCE PRINCIPLES

The Board of Governors of Curling Canada:

- Provides policy guidance, insight, advice, and support to the CEO (as gateway to the management team);
- Recognizes its ultimate responsibility to oversee CEO and organizational performance; guides and evaluates the CEO through established policies;
- Conducts useful two-way discussions about key decisions facing the company;
- Understands risks and ensures CEO delivers appropriate mitigation and management;
- Seeks out sufficient expertise from subject matter experts and stakeholders to add value to decisions;
- Takes time to define the roles and behaviours required by the Board and the boundaries of CEO and Board responsibilities;
- will be guided in its actions towards the delivery of a strategic business plan;
- will make itself aware of the environment and the risks associated with the delivery of the strategic plan by monitoring risk; and
- Carry out its functions broadly and openly, seeking the involvement of stakeholders as appropriate.

The Board will fulfill its mandate and responsibilities by:

1. Ensuring the existence and delivery of a robust strategic plan and risk management tool;
2. Monitoring the CEO and their delivery of the plan; and
3. Providing insight and consultation through key Board committees.

BOARD CHAIR COMPETENCY FRAMEWORK

DUTIES OF BOARD CHAIR

ACCOUNTABILITY: The chair serves and is accountable to the Board of Governors of Curling Canada (The Board).

AUTHORITY: The chair has no formal authority to direct the Board or the affairs of Curling Canada, unless otherwise authorized. Like other Board members, the chair is entitled to make motions and vote on matters before the Board. The chair may not, on behalf of Curling Canada, enter into contracts without the knowledge and approval of the Board.

TIME COMMITMENT: Twenty hours per month (Board meetings, preparing for Board meetings, attending special events etc.).

TERM OF OFFICE: One-year term, renewable once.

RESPONSIBILITY: The chair is, first and foremost, responsible for the effective functioning of the Board in its role of governing Curling Canada. All other duties are secondary.

- **Primary Duties:** In addition to the duties of every Governor, the chair is responsible for:
 - Participating in the preparation of the Board's meeting agenda;
 - Chairing all meetings of the Board of Governors;
 - Reviewing meeting minutes;
 - Enforcing rules of conduct as they apply to the Board and its individual members;
 - Coaching members of the Board;
 - Ensuring there is a process to evaluate the effectiveness of the Board;
 - Serving as spokesperson, together with the CEO, for Curling Canada;
 - Ensuring full and timely communication with members of the Board;
 - Ensuring the effectiveness of Board committees;
 - Preparing for and chairing the annual general meeting (AGM);
 - The preparation of an annual statement from the Board (Board or governance report) for presentation at the AGM and inclusion in the annual report;
 - Co-signing contracts on behalf of Curling Canada;
 - Surveying current Governors on an annual basis to assess their interest in serving on Board committees, serving as chair of one of these committees, or as chair of the Board.
 - Ensuring transition of institutional knowledge to the new chair of the Board at the end of term.

- **Secondary duties:** The chair may, with greater regularity than other members of the Board:
 - Prepare recommendations for Board consideration;
 - Prepare recommendations for changes to by-laws;
 - Be available to the CEO for consultation purposes;
 - Represent Curling Canada at community meetings and events.

- **Other duties:** Recognizing that the chair's role is a voluntary one, the Board may formally authorize the chair to take on additional duties only if they do not interfere with any of the above.

EX-OFFICIO STATUS: To ensure effective communication, the chair will be an ex-officio member of all committees and may attend their meetings when needed.

QUALIFICATIONS: The chair must have:

- A commitment to, and a clear understanding of, the mission of the organization;
- Knowledge of meeting procedures, governance policies and by-laws of Curling Canada;
- Sufficient time to devote to his/her primary duties.

DEVELOPMENT & EVALUATION: The chair shall regularly consult the Board on their expectations of the chair's role and assess his/her strengths and areas for improved effectiveness.

REMOVAL OF CHAIR: Unless otherwise indicated in the by-laws, the chair may be removed by a special resolution of the Board for which advance meeting notification has been given to all Governors, and where the resolution is duly moved and seconded and passed by a majority of Governors present.

GOVERNOR COMPETENCY FRAMEWORK

DUTIES OF GOVERNOR

Each Governor must satisfy all of the attributes and commitments on this page.

The Curling Canada Board as a whole ideally adequately satisfies the eleven specific competencies identified in the table below; each Governor is expected to satisfy not less than three specific competencies. The goal is to have diverse and valuable perspectives amongst the Governors to bring to board discussions and decisions.

Each Governor must possess the following attributes:

- Independence and sound judgment – they have the courage to ask tough questions and voice their opinions. Their loyalty to the organization’s interests may demand that they express dissent and persist in requiring answers to their questions.
- Integrity – demonstrate personal integrity, are trustworthy, and insist the organization behave ethically.
- Long-term, strategic outlook.
- Commitment to the risk-based governance model.
- Organizational governance knowledge and experience at a somewhat complex organization.
- Knowledge of business issues and financial matters.
- Demonstrated ability to operate effectively as part of a diverse team.
- Continuous improvement mindset – including being open to new ideas, are strategically agile and responsive to change.
- Conflict resolution – they are oriented to resolve conflict, are resilient after it occurs and support board decisions once made.

Each Governor must be willing to:

- Understand and exercise her or his fiduciary responsibilities.
- Attend and contribute to board and committee meetings – they are available, invest time and resources to understand and advance the organization and are passionate about the organization’s success.
- Devote the time and effort necessary to be an effective board member.

Senior Leadership Experience	Risk	Project Management	Financial Literacy & Operational Controls
Experience as a Senior/Executive leader in a government/public sector or private sector organization. Business development skills, global mindset.	Experience identifying principal risks of an organization. Designing and/or overseeing the equivalent of an enterprise risk	Experience in leading change management. Experience in successfully leading/overseeing projects to successful completion.	Ability to read, understand and analyze financial statements. Experience with financial accounting standards, internal controls, audit, and reporting.

Political acumen.	management program.		Financial designation ideal.
<p>Strategic Planning Strategic plan implementation, measurement and reporting</p> <p>Experience in leadership engagement with strategic plan, overseeing the measuring/reporting, and identification of strategic priorities.</p>	<p>People</p> <p>Experience in talent acquisition and development in an organization.</p> <p>Experience overseeing, creating, managing executive and senior leadership compensation and rewards program/s.</p> <p>HR designation ideal.</p>	<p>Communications and Stakeholder Relations</p> <p>Experience in creating and/or leasing communications with members, employees and stakeholders.</p> <p>Demonstrated ability to facilitate healthy interactions/relationships and effectively deliver messaging in a diverse, multi-stakeholder environment.</p> <p>Experience and training in media and/or public speaking to large audiences.</p> <p>Experience in crisis communications strategy and delivery.</p>	<p>High Performance Team member</p> <p>Understands and brings the athlete experience and voice to the board table as a non-active athlete and/or coach and/or other team support member.</p> <p>Former athlete with relevant experience as a competitive curler. Ideally has represented Canada at a world, Scotties, brier and/or Olympic trials, and/or competed with a team who has won a Canada cup, finished on the podium at a brier or Scotties or has competed with a team who finished in the top 5 on the CTRS ranking system or has competed at the Paralympics or mixed doubles at a world or Olympic level.</p>
<p>Marketing/Brand</p> <p>Experience with brand and culture leading practices.</p> <p>Understand & have experience with different client experience delivery models and leading practice.</p>	<p>Diversity, Equity and Inclusivity</p> <p>Ability to speak both conversational French and English languages.</p> <p>Individuals who identify as people with a disability, racialized people, people who identify as LGBTQ2S+, people who identify as non-binary, people who are indigenous.</p>	<p>Governance</p> <p>Possession of a director designation and/or prior Board experience</p> <p>Experience drafting, revising and engaging in policy and procedures that are concise and clear.</p> <p>Lawyer with relevant governance experience.</p>	

Assessment Tools

Annex A: Individual Board Member Self-Evaluation

The following questions are posed so that individual Governors can self-evaluate their performance.

	Rating (1 low – 5 high)
1. Do I understand the mission of Curling Canada?	
2. Do I understand the role of the Governor within Curling Canada’s governance model?	
3. Am I knowledgeable about Curling Canada’s programs and services?	
4. Do I understand and support the role and responsibilities of the CEO?	
5. Do I follow trends and important developments related to Curling Canada and do I understand the risks that Curling Canada faces?	
6. Do I read and understand the financial statements?	
7. Do I come prepared for meetings, having read and reviewed all the materials prior to the meeting?	
8. Do I participate and contribute at Board meetings?	
9. Am I respectful of my fellow Governor’s time when we meet?	
10. Do I support the Board decisions regardless of how I voted?	
11. Do I act as a good-will ambassador for the board and the sport?	

12. Do I encourage individuals to serve on this board?	
13. Do I find serving on the board to be a satisfying and rewarding experience?	
14. Do I make a difference by sitting on the Board?	

Annex B: Board Evaluation – Performance of Board on its Core Responsibilities

1. Clarify mission and vision	Description of performance	Performance 1 (poor) to 5	Comments
Common Understanding of mission	All Governors share a common understanding of the mission that has been stress tested through discussion		
Common understanding of what Curling Canada aspires to become in 5 years)	All Governors share common understanding of where Curling Canada wants to be in 5-10 years; vision is well documented with concrete goals.		
Use of mission and vision in policy/strategy decisions	All major policy/strategy discussions include consideration of fit with mission and vision		
Process for raising mission and vision issues	Formalized process (e.g., board retreats) to foster active Board member participation in examining issues		

2. Develop and deliver Strategic Plan	Description of performance	Performance 1 (poor) to 5	Comments
Process for strategic planning and quality of board participation	Formal process for Board involvement that specifies broad framework (timing and content) for strategic planning; joint Board and staff ownership of strategic plan; active discussion by the entire Board on risks and priorities		
Quality of strategic plan	Robust plan covers all key strategic elements; agreed upon program outcomes are tightly linked to risk analysis, mission and vision and results are tracked and evaluated.		
Agreement on the distinction between board level and management-level decisions	Board and CEO have a shared understanding of roles (policy vs. operations); frequent interaction between CEO and Board Chair; effective working relationships between operations and policy while respecting decision-making authority		

3. Select, evaluate and develop CEO	Description of performance	Performance 1 (poor) to 5	Comments
Succession planning	Understands potential source of future CEO and keeps contract current		

Evaluation	Provides regular feedback to the CEO through the Board Chair and annually evaluates performance against agreed-upon objectives		
Development	Provides opportunities for the CEO to enhance skills		

4. Financial resources	Description of performance	Performance 1 (poor) to 5	Comments
Financial needs assessment	Board works with CEO as a part of risk analysis and strategic planning to ensure resources are linked to priorities; approves budget		
Tracking and reporting	The Finance and Audit Committee and CEO track and report on Curling Canada financials to the Board and Members		
Fiduciary and other regulatory compliance	Board ensures timely, independent audit of results and internal processes; Board understands compliance required to regulatory bodies; feedback from auditors/regulators forms basis of recovery plan monitored by the Board		

Risk management	Board annually reviews potential sources of financial risk and mitigation plans; contingency is in place for emergencies.		
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5. Reputation and brand	Description of performance	Performance 1 (poor) to 5	Comments
Understanding			
Participation	Board members proactively reach out in the community to build awareness of Curling Canada and the sport; Governors seen to be very effective ambassadors.		

6. Monitor Organizational Performance	Description of performance	Performance 1 (poor) to 5	Comments
Process for monitoring performance	Board routinely monitors and discusses the performance of program/organization and uses results to inform the strategic plan, resource allocation, and evaluation of the CEO		

Board understanding of accountability	Board identifies primary stakeholders and ensures that performance results are communicated effectively to them		
Process for obtaining and using feedback from stakeholders	Board has formal processes in place to obtain feedback from stakeholders without filters by the staff; Board ensures that the results from the stakeholder feedback are used to inform strategies and resource allocation		

7. Improve board performance	Description of performance	Performance 1 (poor) to 5	Comments
Goal setting for the Board is a follow-on to strategic planning	Board translates the strategic plan for the organization into a set of concrete goals for the Board and board committees, including timelines and required staff support		
Evaluation of Board performance against goals	Board evaluates its performance, its chair and committees against defined goals.		
Process for evaluating individual Governor	Self assessment to evaluate individual performance annually and opportunities to help a Governor give his/her best to the organization.		

<p>Developing a plan for improving Board performance over time</p>	<p>Formal process (e.g., annual self assessment) results in a clear plan for improvement; Board collectively believes in continuous improvement in its value to the organization.</p>		
<p>Board Education</p>	<p>Formal plan that includes orientation of new Governors and learning opportunities for key issues</p>		

BOARD COMMITTEES COMPETENCY FRAMEWORK

Committees are an essential tool for the effective and efficient functioning of a not-for-profit corporation's Board of Governors.

A well-designed committee structure allows a Board to focus expertise strategically and then to manage the flow of information so Governors are not overwhelmed by unnecessary material that can thwart good decision-making at the board table.

Committees receive delegation of a specific area of responsibility from the Board. The committee then is accountable for seeking and reviewing information, developing a cohesive view and then making recommendations to the Board, or exercising delegated authority.

Effective use of committees can improve the Board's ability to effectively address and deliver against multiple areas of its mandate. That being said, while the Board may delegate some responsibilities to committees, the Board retains ultimate oversight responsibility for the organization.

Standing Committees

These are permanent Board committees that are responsible for on-going concerns of the Board. At Curling Canada, we have 4 standing committees briefly outlined below and set out fully in the terms of reference for each committee later in this document:

1. Enterprise Risk, Finance and Audit:

This committee provides oversight over the organization's assets, financial structure, investments, internal controls, preparation and audit of financial statements, and risk monitoring. It will also monitor the philanthropic arm of the organization.

2. Governance:

This committee provides oversight of Board practices and performance. It provides recommendations on Board policies and by-laws and has oversight to the nomination, assessment and selection of governors for the members to vote upon.

3. Human Resources Committee:

This committee provides oversight to the selection, compensation and succession of the CEO.

4. International Committee:

This committee provides oversight to the formation and articulation of policies for Curling Canada's engagement and membership in the World Curling Federation. This committee recommends to the Board the composition of the international delegation, with voting power, to World Curling Federation Meetings.

Ad hoc Committees

These are temporary committees struck to address a specific issue and require specific terms of reference, for example: Nominations Committee, etc.

The following standards will be practices for all committees:

- The Board appoints the committees and committee chairs on the recommendation of the chair. There will be a minimum of three Governors for each committee and fewer than half of the Governors.
- All Committees are led/chaired by a Governor.
- External experts are permitted to be part of the committee based on skills and experience related to that particular committee. They are appointed for a one-year term and can be reappointed annually if parties agree.
- Board chair is ex. Officio on all committees and CEO has a standing invitation to all committee meetings. They do not vote.
- Other staff may be required members to attend committee meetings (e.g. COO/CFO attendance at Finance and Audit Committee meetings)
- Governors not appointed to the committee may join meetings of the committee by communicating with the committee chair in advance to provide notice of their intent to join and the purpose of their attendance. Any such Governor is not entitled to vote on matters before the committee and cannot attend in-camera sessions of the committee, unless invited by the chair.
- Committees shall be provided sufficient resources to engage third parties as needed to assist with their mandate as authorized by the Board.
- Each committee shall:
 - Annually create and report to the Board on a work plan.
 - Periodically review and recommend changes to their mandate.
 - Maintain a suite of documents suitable for briefing new Governors on the role, background, and work of the committee.
 - regularly update the Board on committee activities.

DUTIES OF COMMITTEE CHAIR

1. Plans and coordinates the committee's work for the year in accordance with the goals of Curling Canada and the committee's terms of reference.
2. Ensures that all committee members have signified their adherence to the code of conduct.
3. Keeps committee members informed of the times of all meetings, the agenda, and minutes.
4. Replies promptly to all inquiries concerning issues related to the committee's work.
5. Sends information copies of all correspondence to the Curling Canada chair and to the CEO.

6. Approves committee minutes/notes, submits them to the Board and ensures their retention in a secure manner.
7. Assesses the performance of committee members and acts accordingly.
8. Reports on committee activity regularly, to the Board.

BOARD COMMITTEES TERMS OF REFERENCE

HUMAN RESOURCES COMMITTEE

Terms of Reference Approved by the Board of Governors: XXXXXX(date)

The Human Resources Committee is a standing committee of the Board and assists the Board in meeting its fiduciary oversight obligations in relation to human resource matters.

The Committee Mandate is to:

1. Attract, engage and retain an excellent leader at the CEO position who is committed to the Curling Canada mission statement, core values and leadership principles.
2. Oversee and make recommendations to the Board regarding CEO performance and compensation by:
 - conducting an annual review and by approving the corporate goals and individual objectives relevant to the position of and compensation for the CEO.
 - evaluating, at least once a year, the CEO's performance in light of those corporate goals and individual objectives; and, based on such evaluation, recommending to the Board for approval the CEO's compensation, including as appropriate salary and / or bonus / incentive.
 - annually reviewing and approving the compensation structure and evaluation process for Curling Canada's other executive officers, including the parameters for which salary adjustments for those other executive officers are established.
3. Develop and regularly review the job description for the CEO.
4. Oversee a robust succession management process for the CEO position by:
 - reviewing the succession plan for the CEO, including an emergency succession plan in the event of an untimely or unplanned vacancy, to replace the CEO, as well as, when appropriate, lead the process to select a new CEO.
 - overseeing and periodically reviewing Management's succession planning for other executive development and succession.
5. Review and ensure approach to CEO compensation and performance is appropriate.
6. Provide oversight of human resource policies to ensure they meet the expectations of the Board, its mission, vision and values.
7. Work with the Board and CEO to ensure that there is appropriate communication of key short, medium, and long-term risks, planned activities, and detailed workplans for the CEO and Curling Canada to ensure the Board is adequately informed and consulted in line with Curling Canada's risk based governance model.

8. Annually create and report to the Board on a work plan for the Human Resources Committee.
9. Periodically and at least annually review and recommend any changes to the Human Resources Committee mandate.

Resources:

1. The CEO will have a standing invitation to attend all meetings of the HR Committee as a resource.
2. Staff and resource support as assigned by the CEO.

GOVERNANCE COMMITTEE

Terms of Reference Approved by the Board of Governors XXXXXX(date)

The Governance Committee is a standing committee of the Board and assists the Board in meeting its fiduciary oversight obligations in relation to governance matters and, in particular, to agreed-upon governance principles.

Fundamental to this is the identification of governance practices and standards that encourage effective Board decision-making.

The Committee Mandate is to:

1. Recommend governance processes and procedures for the assessment of Board and committee meeting effectiveness and ensure that regular assessments are made.
2. Orient and onboard newly appointed Governors in the functioning and policies of the Board and ensure continuous governance learning, development and training for all Governors.
3. Upon the retirement or resignation of a Governor, the chair will enter into an exit or offboarding interview with the Governor to learn of their experiences and recommendations for continuous improvement of the organization and the Board.
4. Review the Board of Governors Manual and associated documents including committee mandates, as part of a continuous improvement model to respond to evolving needs of Curling Canada and evolving governance standards.
5. Review and recommend changes to the by-laws as required.
6. Evaluate and ensure effectiveness of Board consultation and communication policy.
7. Develop and review annually Duties of the Board Chair, the Committee Chairs and Governors.
8. Obtain updated skills matrix from each Governor as part of regular self-reflection of Governors against Board competencies to ensure effective Board work and to identify training and development opportunities.
9. Make recommendations to the Board on matters of the Board structure and its committees composition.
10. Suggest convening a nominations committee to recruit new Governor(s) to the organization when there is an upcoming retirement, end of term or resignation of a

Governor and support the process and priorities for recruitment and the election of new Governors as outlined in the Nominations Committee Terms of Reference;

11. Develop and regularly review roles and responsibilities for liaisons to championships and to Member Associations, as appropriate and/or as needed.
12. Annually create and report on a work plan for the Governance Committee.
13. Annually review and recommend any changes to the Governance Committee mandate.

Resources:

1. The CEO will have a standing invitation to attend all meetings of the Governance Committee as a resource.
2. Staff support as assigned by the CEO.

ENTERPRISE RISK, FINANCE AND AUDIT COMMITTEE

Terms of Reference Approved by the Board of Governors XXXXXX(date)

The Enterprise Risk, Finance and Audit Committee is a standing committee of the Board and assists the Board in meeting its fiduciary oversight obligations in relation to risk, finance and audit matters, and in particular to the area of compliance to the financial and risk policies of the organization.

The Committee Mandate is to:

1. Conduct pre-Board meeting assessment of compliance of the budget to financial policies, risk tolerance policies and delegated authorities;
2. Conduct assessment of compliance to financial policies, risk tolerance policies and delegated authorities of any material changes in the budget that occur in a current fiscal year prior to CEO presentation to the Board;
3. Conduct pre-Board meeting review of the audited statements prior to presentation to the Board to assess compliance to financial policies, risk tolerance policies and delegated authorities and identify any areas that require policy modifications;
4. Conduct an annual review of financial policies, risk tolerance policies and delegated authorities and suggest changes in policy content;
5. Conduct pre-Board meeting review of the CEO's compliance to financial policies, risk tolerance policies and delegated authorities;
6. Review and sign the audit planning letter and suggest any required changes for future years to the Board;
7. Review its mandate on an annual basis in order to suggest any changes for the Board's consideration;
8. Review the performance of the Curling Canada long term financial reserve fund and make policy recommendations around risk tolerance and investment strategy;
9. Review the effectiveness of the capital assistance program and make policy recommendations around risk tolerance and investment strategy.

*** Pending clarification**

Resources

1. Staff support as assigned by the CEO.

2. The Committee shall be provided sufficient resources to engage third parties as needed to assist with its mandate as authorized by the Board, in particular the auditor who shall be appointed by the members at the AGM.
3. The CEO and Executive Director Corporate Services shall attend all regular meetings of the Risk Enterprise, Finance and Audit Committee except the Risk Enterprise, Finance & Audit Committee and Auditor-Only Meetings. Notwithstanding, the Risk Enterprise, Finance & Audit Committee may meet on its own at any time.

INTERNATIONAL COMMITTEE

Terms of Reference approved by the Board of Governors: Board of Governors Meeting on October 27, 2019.

The International Committee is a standing committee of the Board and assists the Board in meeting its fiduciary oversight obligations in relation to Board representation at the World Curling Federation (WCF) meetings, including the annual congress and AGM.

The Committee Mandate is to:

1. Review and make recommendations to the Board on the criteria for individuals to be appointed to Curling Canada's delegation at WCF meetings.
2. Assess the effectiveness of and value of delegates' representation at WCF meetings.
3. Make recommendations to the Board on the number of delegates who will attend scheduled WCF meetings.
4. Review and make recommendations to the Board on Canada's intended voting position on motions brought forward to WCF general meetings.
5. Develop strategy for Canada's leadership at the WCF meetings including drafting and recommending motions to the Board for Canada to bring forward to WCF general meetings.
6. Recommend representatives to bring the consolidated Curling Canada view to the WCF as per their by-laws. Recommend nominees for WCF Commissions using a rigorous vetting process. Nominees must be current Governors or members of the International Committee.
7. Track and assess international information through liaison with WCF commissions and committees and personal liaison between committee members and the CEO with their counterparts.
8. Act as a direct link for the WCF and other international member nations to consult on issues that arise between WCF meetings and liaise between those groups and the Board.

Resources:

1. The CEO will have a standing invitation to attend all meetings of the International Committee as a resource.
2. Staff support and resources as assigned by the CEO.

Attendance Policy

PURPOSE

Curling Canada is led by its Board of Governors and relies on its leadership to guide the Organization. This policy is intended to facilitate the full participation and contribution of all Governors.

POLICY STATEMENT

Governors are expected to attend all Board and committee meetings, in person, by telephone or by electronic means, as may be required by the Chair.

ATTENDANCE ISSUES

1. A Board attendance issue occurs when a Governor has, in regard to regularly scheduled Board or committee meetings: (a) an un-notified absence; (b) two notified absences in a row; or (c) missed three meetings in a twelve-month period. Notified absences occurring because of a leave (such as leaves from employment for any reason) do not constitute an attendance issue.
2. If an attendance issue occurs, the Chair will promptly contact the Governor to discuss the barriers to attending the meeting(s). The Governor's response shall be shared with the Board at the next meeting.
3. If an attendance issue has been noted and continues unresolved, The Board may vote on whether or not to (a) request that the Board terminates the absent Governor's membership on the Board at the next AGM and/or (b) terminate the absent Governor's membership on the Committee.
4. If the Board votes to terminate the Governor's participation on either the Board or a committee, the Chair shall provide a written notice of the Board's decision to the Governor in question within two weeks of said vote.

Board Chair Election Policy

This policy applies to the election of the Board chair, whether after the conclusion of the Annual General Meeting (AGM) or in the case of a temporary absence or a vacancy mid-term. The purpose of this policy is to provide clarity of process for Governors who are tasked with electing their Chair.

Acting Chair

An Acting Chair is a temporary chair, fulfilling the duties of the regular chair, during a period of temporary absence (for reasons including but not limited to illness or vacation) or due to a vacancy in the position and pending the return or election of the regular chair.

The incumbent Board may appoint an Acting Chair whenever the position of the chair is temporarily vacant. In the case of the period between the end of the AGM (when the term of the current chair has expired) and the election by the incoming Board of Governors of the new chair, the out-going Board will have the right to appoint an Acting Chair who will serve until the election of the new chair has concluded.

Candidates for the Position of Chair

Any current member of the Board may run for election as chair. However, the Acting Chair will not put himself or herself forward as a candidate for chair.

Election of Chair

At the first meeting of the Board after the AGM (to be conducted as soon as reasonably possible after the AGM and in any event not later than two weeks after the AGM), the first order of business shall be the election of a new chair.

The election process will be supervised by the Parliamentarian, the Auditor, or such other independent third party (the Monitor), as may be required and available in the circumstances, in accordance with the procedures outlined below. If the election cannot be held, in person, within two weeks after the AGM, the Monitor may oversee the collection and tabulation of votes by email.

Results of the Election

Upon the conclusion of the election, the Monitor shall report the results to the Board and the duties of the Acting Chair will cease.

Election Procedures

(Election procedures to be added)

Delegation of Authorities Policy

The Board of Governors of Curling Canada embraces the principle of empowerment: that governance and management are more effective and efficient when they are separated and when management decision-making authority is delegated as far into the organization as is consistent with their levels of competence and capacity and within the risk profile of the organization and the Board. Within the limits and policies established by Articles of Incorporation and Bylaws, and by the Board, authorities regarding various aspects of operations have been delegated to the CEO (and by the CEO to other members of staff and/or volunteers) as outlined in this policy.

PURPOSE

This Delegation of Authorities Policy defines the limits of authority designated to specified positions of responsibility within Curling Canada and establishes the types and maximum amount of obligations that may be approved by individuals or groups of individuals. The approval of commitments and transactions outlined in this policy must always be made by the parties that have designated the responsibility for final approval.

Both staff and Governors should be aware that conduct that violates this policy is always considered outside the scope of their position. Violating the policy could significantly damage Curling Canada and expose it to unacceptable levels of risk and unintended legal and/or commercial liabilities. Individuals who violate this policy are subject to appropriate disciplinary action, including possible termination of employment (for staff) or dismissal from the Board (for Governors).

The Chair and the CEO should take all necessary steps to ensure that Governors and staff are aware of and follow this policy.

OVERVIEW

This policy sets out the nature and extent of the authority formally delegated from the Board to the CEO and from the CEO to staff.

The Board reserves to itself, except to the extent that such power has been delegated to the CEO, control over its statutory obligations and key strategic directions and controls and monitoring of all risks that may significantly impact Curling Canada.

The role of the Board of Governors is to **govern**. In addition to matters expressly required by law to be approved by the Board, powers specifically reserved for the Board are as follows:

- Appointing and removing the CEO and determining their terms and conditions of employment (including remuneration);
- Reviewing and approving each of the following:
 - Systems of governance, risk management and internal control, codes of conduct and legal compliance;
 - Financial statements and reporting; and

- Any matters in excess of discretions that, from time to time, may have been delegated to the CEO.
- Approving each of the following:
 - Strategic plan;
 - Annual operational plan (prepared by the CEO);
 - Annual operating budget (prepared by the CEO);
 - Material changes to the corporate structure;
 - The acquisition, establishment, disposal or cessation of any significant business or real estate of the organization; and
 - Any public statements that reflect significant issues of Curling Canada policy or strategy.

The role of the CEO is to **manage**, which is broadly to:

1. Act as the executive officer to the Board, including advising and informing the Board on its governance role;
2. Work with the Board and committees to reach agreed strategic and business outcomes within the appropriate budgetary and financial framework;
3. Manage all day-to-day affairs and activities of the organization, within the Board-endorsed strategic, policy, risk, and financial frameworks;
4. As required, attract, motivate and retain suitably qualified staff;
5. Provide reports, analysis and recommendations to the Board as required; and
6. Implement Board decisions.

The intention of this policy is to ensure that the correct balance of responsibilities is struck between governance and management in the best interests of Curling Canada members and other stakeholders. It is therefore specifically acknowledged that the:

1. CEO is empowered to manage and lead operations on a day-to-day basis;
2. Policy is intended to create the necessary platform to enable the CEO to manage and lead operations whilst preserving the Board's governing role;
3. The CEO's management and leadership role will include the input of the Board's vision, guidance and innovation wherever it is required; and
4. Policy is to be interpreted in this light to enable the CEO to manage the operations on a day-to-day basis.

PRINCIPLES OF DELEGATION

The key principles upon which this Delegation of Authorities is based are as follows:

Practicality

The delegation of authority to the CEO and other individuals should be clear, concise and practical.

Accountability

The trail of accountability for decision-making needs to be clear and must remain intact always in terms of the sub-delegation of authority by the CEO or others.

Sub-delegation

The CEO has the ability to further delegate their delegated authority to others if, so far as the Board is concerned, the CEO will remain responsible and accountable for such decision-making.

Board reporting

It is essential that the Board receives adequate and timely reporting of the use of delegated authority by the CEO (particularly any unbudgeted or discretionary authority) so that the Board can be fully informed at all times.

DELEGATED CEO AUTHORITIES

CATEGORY	AUTHORITY DELEGATED TO CEO
FINANCE	
Operating expenditures (budgeted)	Full authority if part of a Board-approved budget Additionally, each line item within and the Board-approved budget may be varied by up to \$100,000 as a reserve/management contingency
Operating expenditures (unbudgeted)	Subject to Board approval, unless within budgeted operating reserves/management contingency
Expenditures from Board Reserve	Subject to Board approval
Bank deposits, bank accounts, credit cards	Full authority except as follows: Purchase of term deposits and other financial investments: Subject to approval of Enterprise Risk, Finance and Audit (ERF&A) Committee
Sale of non-depreciable assets (i.e. real estate)	Subject to Board approval
Cap loans	Full approval up to \$25,000 per loan based on business case approved by CFO and Director of Club Development, not to exceed \$125,000 total CAP loans per year
CONTRACTS	

Sponsorship contracts including but not limited to national and international marketing partnerships, broadcast agreements, sponsorships, licensing agreements, merchandising contracts, titling contracts	Full authority
Supply contracts including service contracts, lease agreements, hosting agreements, venue agreements	Full authority when within the limits of a Board-approved budget and in accordance with the terms of any applicable Curling Canada procurement policies Contracts longer than 4 years duration: co-signed by Chair
Revenue contracts including funding agreements, grant applications	Full authority
RFP's, tender documents	Full authority within limits of Board-approved budget and any procurement policies
GOVERNANCE	
Any material change to Curling Canada corporate structure or RCAA status	Subject to direction and approval of Board
Any change to mission or vision	Subject to direction and approval of Board
Public statements, publications, and membership newsletters	Full authority
Publication of conference papers and speeches	Full authority
HUMAN RESOURCES	
Appointing staff, creating new positions, replacing existing positions	Full authority if in accordance with current approved Board budget
Terminating staff or re-position staff roles	Full authority
Remuneration of staff	Full authority to structure and set remuneration, subject to the terms of any remuneration policies and in accordance with current Board-approved budget Bonus and incentive schemes are subject to Board approval

Approval of business-related expense claims	Full authority for all staff
LEGAL	
Obtaining legal advice in the normal course of business	Full authority
Settling litigation claims, legal disputes and staff claims	Subject to Board approval
Non-disclosure (confidentiality) agreements	* Full authority – pending clarification from Sport Law scheduled for May 2023

PROCEDURES

Reporting to the Board

All breaches of delegated authority will be reported to the Board in writing at the next Board meeting. If a serious breach of delegated authority occurs, the CEO will immediately report this to the Board.

Delegation of Authority from the CEO

All delegations of authority must be documented by way of a signed memorandum.

Commitments and transactions cannot be approved by individuals having a lower level of authority than the specified transaction requires, except pursuant to a delegation of temporary authority. Temporary authority may be designated whenever an individual with approval authority will be unavailable for prolonged periods. The temporary authorization is to be in writing and specify the effective length of time.

TRAVEL AND EXPENSES POLICY

PURPOSE

1. Representatives traveling on behalf of Curling Canada business may be reimbursed for their travel expenses. All employee travel expenses must be pre-approved by the employee's manager. Employees must make all reasonable efforts to select cost effective travel solutions (e.g., economy class). Similarly, members of the Board must have approval from the chair. All other representatives must have approval to travel from their supervisor, head coach or committee chair, as applicable.

REIMBURSEMENT

2. Representatives traveling on behalf of Curling Canada will be reimbursed for all travel at the following rates:
 - a) Use of own car: \$0.45 per kilometer, including applicable taxes
 - b) Meal Allowance:
 - i. \$75.00 per day within Canada, including applicable taxes (\$15.00 breakfast; \$20.00 lunch; \$40.00 dinner);
 - ii. \$95.00 per day when outside Canada, including applicable taxes (\$20.00 breakfast; \$20.00 lunch; \$55.00 dinner).
 - c) Airfares: When booking travel, all Representatives must use the most economical airfare available (i.e. if flying Air Canada, a Tango fare must be purchased). Representatives are required to use Curling Canada's travel agent.
 - d) Other expenses: Receipts must be submitted before reimbursement can be made. (i.e., hotel bills, taxi and parking receipts, etc.)
3. Travel expenses will be reimbursed only for those days on which Representatives are required for Curling Canada as determined by meeting agendas, chair requirements or CEO requirements.
4. Any deviation from this policy must be justified on the applicable expense claim or approved by the Representatives' supervisor.

DEFINITIONS

5. The following terms have these meanings in this Policy:
 - a) "*Representatives*" – individuals who are travelling on behalf of Curling Canada business. Representatives can include employees, volunteers, coaches, members of committees, members of the Board of Governors, staff, and contractors.

SCREENING POLICY

Version	February 4, 2023
Approval Date	February 7, 2023
Next Review Date	February 7, 2026

PREAMBLE

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

APPLICATION OF THIS POLICY

2. This Policy applies to all Organizational Participants whose position with Curling Canada is one of trust or authority which may relate to, at a minimum, finances, supervision, or Vulnerable Individuals.
3. Not all Organizational Participants associated with Curling Canada will be required to obtain a criminal record check or submit screening documents because not all positions pose a risk of harm to Curling Canada or to its participants. Curling Canada will determine which Organizational Participants will be subject to screening using the following guidelines (Curling Canada may vary the guidelines at its discretion):

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

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

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

- a. Athlete support personnel
- b. Non-coach employees or managers
- c. Directors
- d. Coaches who are typically under the supervision of another coach

Level 3 – High Risk – Organizational Participants involved in high-risk assignments who occupy positions of trust and/or authority, have a supervisory role, direct others, are involved with finances, and who have frequent or unsupervised access to Vulnerable Individuals. Examples:

- a. Full time coaches
- b. Coaches who travel with athletes
- c. Coaches who could be alone with athletes

SCREENING COMMITTEE

4. The implementation of this policy is the responsibility of Curling Canada's Screening Committee which is a committee of either one (1) or three (3) members appointed by Curling Canada. Curling Canada will ensure that the members appointed to the Screening Committee possess the requisite skills, knowledge and abilities to accurately screening documents and render decisions under this Policy.
5. The Screening Committee will carry out its duties, in accordance with the terms of this policy, independent of the Board.
6. The Screening Committee is responsible for reviewing all documents submitted with a screening application and, based on the review, making decisions regarding the related appropriateness of individuals filling positions within Curling Canada. In carrying out its duties, the Screening Committee may consult with independent experts including lawyers, police, risk management consultants, volunteer screening specialists, or any other person.

SCREENING REQUIREMENTS

7. It is Curling Canada's policy that when an individual is first engaged by Curling Canada:
 - a. Level 1 Organizational Participants will:
 - i. Complete an Application Form (**Appendix A**)
 - ii. Complete a Screening Disclosure Form (**Appendix B**)
 - iii. Participate in training, orientation, and monitoring as determined by Curling Canada
 - b. Level 2 Organizational Participants will:
 - i. Complete an Application Form
 - ii. Complete a Screening Disclosure Form
 - iii. Complete and provide an E-PIC
 - iv. Provide one letter of reference related to the position
 - v. Participate in training, orientation, and monitoring as determined by Curling Canada
 - vi. Provide a driver's abstract, if requested
 - c. Level 3 Organizational Participants will:
 - i. Complete an Application Form
 - ii. Complete a Screening Disclosure Form
 - iii. Complete and provide an E-PIC and a VSC
 - iv. Provide one letter of reference related to the position
 - v. Participate in training, orientation, and monitoring as determined by Curling Canada
 - vi. Provide a driver's abstract, if requested
 - d. If an Organizational Participant subsequently receives a charge, conviction for, or is found guilty of, an offense they will report this circumstance immediately to Curling Canada. Additionally, the Organizational Participant will inform Curling Canada

of any changes in their circumstance that would alter their original responses in their Screening Disclosure Form.

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

MINOR

8. Curling Canada defines a minor as someone who is younger than 19 years old (as per the UCCMS). When screening minors, Curling Canada will:
 - a. Not require the minor to obtain a VSC or E-PIC; and
 - b. In lieu of obtaining a VSC or E-PIC, require the young person to submit up to two (2) additional letters of reference.

9. Notwithstanding the above, Curling Canada may ask a minor to obtain a VSC or E-PIC if Curling Canada suspects the minor has an adult conviction and therefore has a criminal record. In these circumstances, Curling Canada will be clear in its request that it is not asking for the minor's youth record. Curling Canada understands that it may not request to see a minor's youth record.

RENEWAL

10. Unless the Screening Committee determines, on a case-by-case basis, to modify the submission requirements, Organizational Participants who are required to submit an E-PIC, Screening Disclosure Form, VSC, or Screening Renewal Form, are required to submit the documents as follows:
 - a. An E-PIC every three years
 - b. A Screening Disclosure Form every three years
 - c. A Screening Renewal Form (**Appendix C**) every year
 - d. A Vulnerable Sector Check once

11. The Screening Committee may request that an Organizational Participant provide any of the above documents at any time. Such requests will be in writing and reasons will be provided for the request.

ORIENTATION, TRAINING, AND MONITORING

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

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

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

15. At the conclusion of orientation and training, the Organizational Participant will be required to acknowledge, in written form, that they have received and completed the orientation and training.

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

HOW TO OBTAIN AN E-PIC OR VSC

17. Curling Canada has joined the Coaching Association of Canada's Responsible Coaching Movement and therefore has access to the E-PIC at a discounted rate. Organizational Participants can obtain an E-PIC via https://www.sterlingtalentsolutions.ca/landing-pages/c/cac_ace/

18. In Ontario, Curling Canada understands that the *Police Record Checks Reform Act, 2015* requires the individual to consent in writing before requesting a criminal record check (such as an E-PIC). The Act also requires the individual to consent in writing for any disclosure of the results to the requesting organization.

19. In BC, the process for obtaining a Criminal Record Check is different than in other provinces and territories and sections of this policy relating to obtaining a Criminal Record Check may not apply. In such cases, the Screening Committee will provide individuals with directions pursuant to the following website: <https://www.viasport.ca/free-criminal-records-checks>

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

21. Fingerprinting may be required if there is a positive match with the Organizational Participant's gender and birth date.

22. Curling Canada understands that it may be required to assist an Organizational Participant with obtaining a VSC. Curling Canada may need to submit a Request for VSC (**Appendix D**) or complete other documentation describing the nature of the organization and the Organizational Participant's role with Vulnerable Individuals.

PROCEDURE

23. Screening documents must be submitted to:

- Newly engaged employees - will need to submit screening documents to Human Resources

- All other screening documents are to be submitted by the Individual through their personal Sideline Learning account (<https://curlingcanada.sidelinelearning.com/login>)

24. An Organizational Participant who refuses or fails to provide the necessary screening documents, or makes an incomplete application, will be ineligible for the position sought. The Organizational Participant will be informed by the Screening Committee that their application and/or position will not proceed until such time as the screening documents are submitted.

25. Curling Canada understands that there may be delays in receiving the results of an E-PIC or a VSC. At its discretion, Curling Canada may permit the Organizational Participant to participate in the role during the delay, provided that the Organizational Participant demonstrates that they have initiated the E-PIC or VSC application process. Curling Canada may withdraw this permission at any time and for any reason.

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

27. Following the review of the screening documents, the Screening Committee will decide:

- a. The Organizational Participant has passed screening and may participate in the desired position;
- b. The Organizational Participant has passed screening and may participate in the desired position with conditions;
- c. The Organizational Participant has not passed screening and may not participate in the desired position; or
- d. More information is required from the Organizational Participant.

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

29. The Screening Committee must decide that an Organizational Participant has not passed screening if the screening documentation reveals any of the following:

- a. If imposed in the last three years:
 - i. Any offense involving the use of a motor vehicle, including but not limited to speeding tickets for excessive speeding or impaired driving (unless the Organizational Participant's role does not involve driving)
 - ii. Any offense for trafficking and/or possession of drugs and/or narcotics
 - iii. Any offense involving conduct against public morals
- b. If imposed in the last ten years:
 - i. Any crime of violence including but not limited to, all forms of assault

- ii. Any offense involving a minor or minors
- iii. Any offense involving theft or fraud

c. If imposed at any time:

- i. An Organizational Participant's conviction for any of the following *Criminal Code* offenses:
 - a. Any offense of physical or psychological violence
 - b. Any crime of violence including but not limited to, all forms of assault
 - c. Any offense involving trafficking of illegal drugs
 - d. Any offense involving the possession, distribution, or sale of any child-related pornography
 - e. Any sexual offense

CONDITIONS AND MONITORING

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

RECORDS

31. All records will be maintained in a confidential manner and will not be disclosed to others except as required by law, or for use in legal, quasi-legal, or disciplinary proceedings. This includes protecting all records in accordance with the relevant and applicable privacy legislation.

32. The records kept by Curling Canada as part of the screening process include but are not limited to:

- a. An Organizational Participant's Vulnerable Sector Check
- b. An Organizational Participant's E-PIC (for a period of three years)
- c. An Organizational Participant's Screening Disclosure Form (for a period of three years)
- d. An Organizational Participant's Screening Renewal Form (for a period of one year)
- e. Records of any conditions attached to an Organizational Participant's registration by the Screening Committee
- f. Records of any discipline applied to any Organizational Participant by Curling Canada or by another sport organization

PRIVACY

33. The collection, use and disclosure of any personal information pursuant to this Policy is subject to Curling Canada's Privacy Policy.

34. Curling Canada, or any of their delegates pursuant to this Policy (i.e., Screening Committee), shall comply with Curling Canada's Privacy Policy in the performance of their services under this Policy.

DEFINITIONS

35. The following terms have these meanings in this Policy:

- a. *"Criminal Record Check (CRC)"* – A search of the RCMP Canadian Police Information Centre (CPIC) system for adult convictions
- b. *"Local Police Information (LPI)"* – additional conviction and selected non-conviction information in national and local police data sources which may be relevant to the position sought
- c. *"Enhanced Police Information Check (E-PIC)"* – a Criminal Record Check plus a search of local police information, available from Sterling Backcheck
- d. *"Vulnerable Sector Check (VSC)"* – a detailed check that includes a search of the RCMP Canadian Police Information Centre (CPIC) system, local police information, and the Pardoned Sex Offender database
- e. *"Organizational Participant"* – Refers to all categories of individual members and/or registrants defined in the By-laws of the Organization who are subject to the policies of the Organization, as well as all people employed by, contracted by, or engaged in activities with, the Organization including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, Athlete Support Personnel, volunteers, managers, administrators, parents or guardians, spectators, committee members, and Directors and Officers.
- f. *"Vulnerable Individuals"* – A person under the age of 18 years old and/or a person who, because of age, disability or other circumstance, is in a position of dependence on others or is otherwise at a greater risk than the general population of being harmed by people in positions of trust or authority

Appendix A – Application Form

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

NAME:

First	Middle	Last
-------	--------	------

CURRENT PERMANENT ADDRESS:

Street	City	Province	Postal
--------	------	----------	--------

DATE OF BIRTH: _____
Month/Day/Year

GENDER IDENTITY: _____

EMAIL: _____

PHONE: _____

POSITION SOUGHT: _____

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

[<https://www.curling.ca/our-organization/policies/>]

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

NAME (print): _____

DATE: _____

SIGNATURE: _____

Appendix B – Screening Disclosure Form

NAME:

First Middle Last

OTHER NAMES YOU HAVE USED: _____

CURRENT PERMANENT ADDRESS:

Street City Province Postal

DATE OF BIRTH: _____ GENDER IDENTITY: _____

Month/Day/Year

CLUB (if applicable): _____ EMAIL: _____

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

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

Name or Type of Offense: _____

Name and Jurisdiction of Court/Tribunal: _____

Year Convicted: _____

Penalty or Punishment Imposed: _____

Further Explanation: _____

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

Name of disciplining or sanctioning body: _____

Date of discipline, sanction or dismissal: _____

Reasons for discipline, sanction or dismissal: _____

Penalty or Punishment Imposed: _____

Further Explanation: _____

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

Name or Type of Offense: _____

Name and Jurisdiction of Court/Tribunal: _____

Name of disciplining or sanctioning body: _____

Further Explanation: _____

PRIVACY STATEMENT

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

CERTIFICATION

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

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

NAME (print): _____

DATE: _____

SIGNATURE: _____

Appendix C – Screening Renewal Form

NAME:

First Middle Last

CURRENT PERMANENT ADDRESS:

— Street City Province Postal

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

EMAIL: _____ PHONE: _____

By signing this document below, I certify that there have been no changes to my criminal record since I last submitted an Enhanced Police Information Check and/or Vulnerable Sector Check and/or Screening Disclosure Form to Curling Canada. I further certify that there are no outstanding charges and warrants, judicial orders, peace bonds, probation or prohibition orders, or applicable non-conviction information, and there have been no absolute and conditional discharges.

I agree that any Enhanced Police Information Check and/or Vulnerable Sector Check and/or Screening Disclosure Form that I would obtain or submit on the date indicated below would be no different than the last Enhanced Police Information Check and/or Vulnerable Sector Check and/or Screening Disclosure Form that I submitted to Curling Canada. I understand that if there have been any changes, or if I suspect that there have been any changes, it is my responsibility to obtain and submit a new Enhanced Police Information Check and/or Vulnerable Sector Check and/or Screening Disclosure Form to Curling Canada's Screening Committee instead of this form.

I recognize that if there have been changes to the results available from the Enhanced Police Information Check and/or Vulnerable Sector Check and/or Screening Disclosure Form, and that if I submit this form improperly, then I am subject to disciplinary action and/or the removal of volunteer responsibilities or other privileges at the discretion of the Screening Committee.

NAME (print): _____ DATE: _____

SIGNATURE: _____

Appendix D – Request for Vulnerable Sector Check

Note: Curling Canada will be required to modify this letter to adhere to any requirements from the VSC provider.

INTRODUCTION

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

DESCRIPTION OF CURLING CANADA

Curling Canada is a not-for-profit national organization for the sport of curling located in Ottawa, Ontario.

[Insert additional description]

DESCRIPTION OF ROLE

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

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

CONTACT INFORMATION

If more information is required from Curling Canada, please contact the [Safe Sport Officer](#).

Signed: _____ Date: _____

Statement on Safe Sport

Curling Canada has a fundamental obligation and responsibility to protect the health, safety and physical and mental well-being of every individual that is involved in the Canadian curling community.

Curling Canada takes situation involving misconduct or maltreatment very seriously. For this reason, Curling Canada is committed to enacting and enforcing strong, clear, and effective policies and processes for preventing and addressing all forms of misconduct or maltreatment.

Curling Canada's policies are intended to promote a Safe Sport environment in a manner that allows for consistent, immediate, appropriate and meaningful action should any issues arise, and they are also intended to prevent issues from arising in the first place by communicating expected standards of behaviour.

Curling Canada (the "Organization") has adopted the [Universal Code of Conduct to Prevent and Address Maltreatment in Sport](#) (UCCMS V. 6.0) as a stand-alone policy. Curling Canada's policies are UCCMS compliant.

Should any individuals involved with Curling Canada, including but not limited to athletes, coaches, officials, volunteers, and parents/guardians of athletes, wish to report any instance of misconduct or maltreatment, they may do so directly to Curling Canada, which will then determine the appropriate forum and manner to address the complaint.

Curling Canada makes the following commitments to a sport environment free from Maltreatment:

- a) All Participants in sport can expect to play, practice and compete, work, and interact in an environment free from Maltreatment.
- b) Addressing the causes and consequences of Maltreatment is a collective responsibility and requires the deliberate efforts of all Participants, sport stakeholders, sport club administrators and organization leaders.
- c) Participants in positions of trust and authority have the general responsibility to protect the health and well-being of all other Participants.
- d) Adult Participants have a specific ethical and statutory duty and the additional responsibility to respond to incidents of Maltreatment involving Minors and other Vulnerable Individuals.
- e) All Participants recognize that Maltreatment can occur regardless of age, sex, sexual orientation, gender identity or expression, race, ethnicity, Indigenous status, or level of physical and intellectual disability and their intersections. Moreover, it is recognized that those from traditionally marginalized groups have increased vulnerability to experiences of Maltreatment.
- f) All Participants recognize that individuals who have experienced Maltreatment may experience a range of effects that may emerge at different time points and that can profoundly affect their lives.
- g) All adults working with children and youth have a duty to prevent or mitigate opportunities for misconduct.
- h) In recognition of the historic vulnerability to discrimination and violence amongst some groups, and that continues to persist today, Participants in positions of trust and authority have a duty to incorporate strategies to recognize systemic bias, unconscious bias, and to respond quickly and effectively to discriminatory practices.

Code of Conduct and Ethics (the “Code”)

Version	January 23, 2023
Approval Date	February 7, 2023
Next Review Date	February 7, 2026

Curling Canada (the “Organization”) has adopted the [Universal Code of Conduct to Prevent and Address Maltreatment in Sport](#) (“UCCMS”) which shall be incorporated into this Code by reference as if set out in full herein. Any modifications or amendments made to the UCCMS by the Sport Dispute Resolution Centre of Canada (“SDRCC”) shall come into effect immediately and automatically upon their adoption by the SDRCC, without the need for any further action by the Organization.

The Organization is a Program Signatory of the Office of the Sport Integrity Commissioner (the “OSIC”), as of March 31, 2023 (the “Effective Date”).

The Organization has designated specific Organizational Participants within the organization as UCCMS Participants. The identified categories of UCCMS Participants are set out below.

*It is important to note that the Code applies to all Organizational Participants, **but not all Organizational Participants are UCCMS Participants** and subject to the complaint process under the OSIC.*

A. Purpose

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

B. Application – General

3. This Code applies to the conduct of all Organizational Participants during the business, activities, and Events of the Organization including, but not limited to competitions, practices, evaluations, treatment, or consultations (e.g., massage therapy), training camps, travel associated with organizational activities, the office environment, and any meetings.
4. This Code also applies to the conduct of all Organizational Participants outside of the business, activities, and Events of the Organization when such conduct adversely affects the Organization’s relationships (and the work and sport environment) or is detrimental to the image and reputation of the Organization. Such applicability will be determined by the Organization at its sole discretion.
5. This Code applies to Organizational Participants active in the sport or who have retired from the sport where any claim regarding a potential breach of this Code occurred when the Organizational Participant was active in the sport.
6. However, notwithstanding anything to the contrary contained herein or in the OSIC’s policies and procedures, all incidents of Maltreatment involving Workers, may

also be addressed pursuant to the processes set out in this Policy. For greater certainty, where an allegation of misconduct is alleged to be a breach of a workplace policy and of the UCCMS, the matter may be referred for handling under the policies and procedures of the OSIC, in addition to any applicable workplace policy.

C. Prohibited Behaviours

7. All Organizational Participants must refrain from any behaviour that constitutes a Prohibited Behaviour as defined by the UCCMS and the Code.

8. Organizational Participants are responsible for knowing what actions or behaviours are Prohibited Behaviours and/or Maltreatment.

9. Prohibited Behaviours under the UCCMS include, but are not limited to:

- a. Physical Maltreatment
- b. Psychological Maltreatment
- c. Neglect
- d. Sexual Maltreatment
- e. Grooming
- f. Boundary Transgressions
- g. Discrimination
- h. Failing to Report
- i. Aiding and Abetting
- j. Retaliation
- k. Interference with or Manipulation of Process
- l. False Reports

10. In addition to the Prohibited Behaviours as defined by the UCCMS, this Code sets out other expected standards of behaviour and conduct for all Organizational Participants and any failure to respect these expected standards of behaviour by an Organizational Participant may constitute a breach of this Code. In addition, the following behaviours also constitute breaches of this Code:

- a. Bullying
- b. Harassment
- c. Workplace Harassment
- d. Workplace Violence

D. Responsibilities of Organizational Participants

11. All Organizational Participants have a responsibility to:
- a. Refrain from any behaviour that constitutes Maltreatment or Prohibited Behaviour under this Code or the UCCMS.
 - b. Maintain and enhance the dignity and self-esteem of other Organizational Participants by:
 - i. Treating each other with fairness, honesty, respect and integrity;
 - ii. Focusing comments or criticism appropriately and avoiding public criticism of Athletes, coaches, officials, organizers, volunteers, employees, or other Organizational Participants;
 - iii. Consistently demonstrating the spirit of sportsmanship, sport leadership, and ethical conduct; and
 - iv. Ensuring adherence to the rules of the sport and the spirit of those rules.
 - c. Refrain from the use of power or authority to coerce another person to engage in inappropriate activities.
 - d. Refrain from consuming tobacco products, cannabis, or recreational drugs while participating in the programs, activities, competitions, or Events of the Organization.
 - e. In the case of Minors, not consume alcohol, tobacco, or cannabis at any competition or Event.
 - f. In the case of individuals who are not Minors, not consume cannabis in the Workplace or in any situation associated with the Events of the Organization (subject to protections under applicable human rights legislation), not consume alcohol during training, competitions, or in situations where Minors are present, and take reasonable steps to manage the responsible consumption of alcohol in adult-oriented social situations.
 - g. When driving a vehicle:
 - i. Have a valid driver's license;
 - ii. Obey traffic laws;
 - iii. Not be under the influence of alcohol or illegal drugs or substances;
 - iv. Have valid car insurance; and
 - v. Refrain from engaging in any activity that would constitute distracted driving.
 - h. Respect the property of others and not wilfully cause damage.
 - i. Promote sport in the most constructive and positive manner possible.
 - j. Adhere to all applicable federal, provincial/territorial, municipal and host country laws.
 - k. Comply with the bylaws, policies, procedures, rules, and regulations of the Organization, as adopted and amended from time to time.

E. Directors, Committee Members, and Employees

12. In addition to section D (above), Directors, Committee Members, and employees of the Organization have additional responsibilities to:
- a. Function primarily as a Director, committee member or employee of the Organization (as applicable) and ensure to prioritize their duty of loyalty

to the Organization (and not to any other organization or group) while acting in this role.

b. Ensure that financial affairs are conducted in a responsible and transparent manner with due regard for all fiduciary responsibilities.

c. Comply with their obligations under the *Screening Policy*, including understanding ongoing expectations under the *Screening Policy* and fully cooperating in the screening process.

d. Conduct themselves openly, professionally, lawfully and in good faith.

e. Be independent and impartial and not let self-interest, outside pressure, expectation of reward, or fear of criticism influence their decision-making on behalf of the Organization.

f. Exercise the degree of care, diligence, and skill required in the performance of their duties pursuant to applicable laws.

g. Maintain required confidentiality of organizational information.

h. When acting as a Director or Committee Member, respect the decisions of the majority (the Board or a Committee, as applicable) and resign if unable to do so.

i. Commit the time to attend meetings and be diligent in preparation for, and participation in, discussions at such meetings.

j. Have a thorough knowledge and understanding of all governance documents.

F. Athlete Support Personnel

13. In addition to section D (above), Athlete Support Personnel have many additional responsibilities. Athlete Support Personnel must understand and respect the inherent Power Imbalance that exists in their relationship with Athletes and must be extremely careful not to abuse it, either consciously or unconsciously.

14. Athlete Support Personnel will:

a. Avoid any behavior that abuses the Power Imbalance inherent in the position of the Athlete Support Personnel.

b. Ensure a safe environment by selecting activities and establishing controls that are suitable for the age, experience, ability, and fitness level of the Athletes.

c. Prepare Athletes systematically and progressively, using appropriate time frames and monitoring physical and psychological adjustments while refraining from using training methods or techniques that may harm Athletes.

d. Avoid compromising the present and future health of Athletes by communicating and cooperating with sport medicine professionals (where applicable) in the diagnosis, treatment, and management of Athletes' medical and psychological treatments.

e. Refrain from engaging in deliberate behavior which is intended to manipulate the outcome of a para-classification, competition and/or not offer, receive or refrain from offering or receiving any benefit which is intended to manipulate the outcome of a competition or para-classification. A benefit includes the direct or indirect receipt of money or other anything else of value,

- including, but not limited to, bribes, gains, gifts, preferential treatment, and other advantages.
- f. Support the Athlete Support Personnel of a training camp, provincial/territorial team, or national team, should an Athlete qualify for participation with one of these programs.
 - g. Accept and promote Athletes' personal goals and refer Athletes to other coaches and sport specialists as appropriate.
 - h. Provide Athletes (and the parents/guardians of Minor Athletes) with the information necessary to be involved in the decisions that affect the Athlete.
 - i. Act in the best interest of the Athlete's development as a whole person.
 - j. Comply with their obligations under the *Screening Policy*, including understanding ongoing expectations under this Policy and fully cooperating in the screening process.
 - k. Report any ongoing criminal or anti-doping investigation, conviction, or existing bail conditions to the Organization, including those for violence, child pornography, or possession, use, or sale of any illegal or prohibited substance or method
 - l. Under no circumstances provide, promote, or condone the use of drugs (other than properly prescribed medications) or prohibited substances or prohibited methods and, in the case of Minors, alcohol, cannabis, and/or tobacco.
 - m. When acting as a coach, respect Athletes competing for other jurisdictions and, in dealings with them, not encroach upon topics or take actions which are deemed to be within the realm of 'coaching', unless after first receiving approval from the coaches who are responsible for the Athletes.
 - n. Athlete Support Personnel may never engage in a sexual or intimate relationship with an Organization Participant who is a Minor.
 - o. Avoid compromising the present and future health of Athletes by communicating and cooperating with sport science and sport medicine professionals in the diagnosis, treatment, and management of Athletes' medical and psychological treatments, including when discussing optimal nutritional strategies or weight control methods for junior-aged Athletes and above (18 + years of age). Dieting and other weight control methods are not permitted for Athletes 17 years of age and younger.
 - p. Recognize the power inherent in the position of Athlete Support Personnel and respect and promote the rights of all Organizational Participants in sport. This is accomplished by establishing and following procedures for confidentiality (right to privacy), informed participation, and fair and reasonable treatment. Athlete Support Personnel have a special responsibility to respect and promote the rights of Organizational Participants who are in a vulnerable or dependent position and less able to protect their own rights.

- q. Dress appropriately.
- r. Use inoffensive language and take into account the audience being addressed (e.g., the age/maturity of the individuals).

G. Athletes

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

H. Officials

16. In addition to section D (above), officials have additional responsibilities to:
- a. Maintain and update their knowledge of the rules and rules changes.
 - b. Not publicly criticize other Organizational Participants.
 - c. Adhere at all times to the rules of their international federation and any other sport organization that has relevant and applicable authority.
 - d. Place the safety and welfare of competitors, and the fairness of the competition above all else.
 - e. Strive to provide a fair sporting environment, and at no time engage in Maltreatment of any person on the field of play.
 - f. Respect the terms of any agreement that they enter into with the Organization.
 - g. Work within the boundaries of their position's description while supporting the work of other officials.
 - h. Act as an ambassador of the sport by agreeing to enforce and abide by national and provincial/territorial rules and regulations.
 - i. Take ownership of actions and decisions made while officiating.
 - j. Respect the rights, dignity, and worth of all Organizational Participants.
 - k. Act openly, impartially, professionally, lawfully, and in good faith.
 - l. Be fair, equitable, considerate, independent, honest, and impartial in all dealings with others.
 - m. Respect the confidentiality required by issues of a sensitive nature, which may include discipline processes, appeals, and specific information or data about Organizational Participants.

- n. Comply with their obligations under the *Screening Policy*, including understanding ongoing expectations under this Policy and fully cooperating in the screening process.
- o. Honour all assignments unless unable to do so by virtue of illness or personal emergency, and in these cases inform a supervisor or the Organization at the earliest possible time.
- p. When writing reports, set out the facts to the best of their knowledge and recollection.
- q. Dress in appropriate attire for officiating.

I. Parents/Guardians and Spectators

17. In addition to section D (above), parents/guardians and spectators at Events will:

- a. Encourage Athletes to compete within the rules and to resolve conflicts without resorting to hostility or violence.
- b. Condemn the use of violence in any form.
- c. Never ridicule an Organizational Participant during a competition or practice.
- d. Respect the decisions and judgments of officials and encourage Athletes to do the same.
- e. Support all efforts to stop and prevent verbal and physical abuse, coercion, intimidation, and excessive sarcasm.
- f. Respect and show appreciation to all competitors, and to coaches, officials and other volunteers.
- g. Never harass competitors, Athlete Support Personnel, officials, parents/guardians, or other spectators.
- h. Never encourage, aid, covert up or assist an Athlete in cheating through doping, competition manipulation or other cheating behavior.

J. Anti-Doping¹

18. The Organization adopts and adheres to the Canadian Anti-Doping Program. The Organization and its Members will respect any sanction imposed on an Organizational Participant as a result of a breach of the [Canadian Anti-Doping Program](#) or any other applicable Anti-Doping Rules.

19. All Organizational Participants shall:

- a. Abstain from the non-medical use of medications or drugs or the use of Prohibited Substances or Prohibited Methods as listed on the version of the World Anti-Doping Agency's Prohibited List currently in force.
- b. Refrain from associating with any person for the purpose of coaching, training, competition, instruction, administration, management, athletic development, or supervision, who has been found to have committed an anti-doping rule violation and is serving a period of ineligibility imposed pursuant to the Canadian Anti-Doping Program or any other applicable anti-doping rules.

- c. Cooperate with any Anti-Doping Organization that is conducting an investigation into any anti-doping rule violation(s).
 - d. Refrain from any offensive conduct toward a Doping Control official or other individual involved in Doping Control, whether or not such conduct constitutes Tampering as defined in the Canadian Anti-Doping Program.
20. All Athlete Support Personnel or other Persons who are Using a Prohibited Substance or Prohibited Method without a valid and acceptable justification shall refrain from providing support to Athletes that fall under the Organization's jurisdiction.

K. Retaliation, Retribution or Reprisal

21. It is a breach of this *Code of Conduct and Ethics* for any Organizational Participant to engage in any act that threatens or seeks to intimidate another individual with the intent of discouraging that individual from filing, in good faith, a Report pursuant to any policy of the Organization. It is also a breach of this *Code of Conduct and Ethics* for an individual to file a Report for the purpose of retaliation, retribution, or reprisal against any other individual. Any individual found to be in breach of this section shall be liable for the costs related to the disciplinary process required to establish such a breach.

L. Privacy

22. The collection, use and disclosure of any personal information pursuant to this Policy is subject to the *Privacy Policy*.

M. Definitions

23. Terms in this Code are defined as follows:

- a. **Athlete** – An individual who is an Athlete Participant in the Organization who is subject to the policies of the Organization and to this Code.
- b. **Athlete Support Personnel** - Any coach, trainer, manager, agent, team staff, official, medical, paramedical personnel, parent, or any other person working with, treating or assisting an Athlete participating in or preparing for sports competition.
- c. **Bullying** – Offensive behaviour and/or abusive treatment of an Organizational Participant that typically, but not always, involves an abuse of power.
- d. **Event** – an event sanctioned by the Organization, and which may include a social Event
- e. **Harassment** – A vexatious comment (or comments) or conduct against an Organizational Participant or group, regardless of whether the comment or conduct occurs in person or via any other media, including social media, which is known or ought to reasonably be known to be unwelcome. Types of behaviour that constitute Harassment include, but are not limited to:
 - i. Written or verbal Abuse, threats, or outbursts;

- ii. Persistent unwelcome remarks, jokes, comments, innuendo, or taunts;
 - iii. Racial harassment, which is racial slurs, jokes, name calling, or insulting behaviour or terminology that reinforces stereotypes or discounts abilities because of racial or ethnic origin;
 - iv. Leering or other suggestive or obscene gestures;
 - v. Condescending or patronizing behaviour which is intended to undermine self-esteem, diminish performance, or adversely affect working conditions;
 - vi. Practical jokes which endanger a person's safety, or which may negatively affect performance;
 - vii. Hazing, which is any form of conduct which exhibits any potentially humiliating, degrading, abusive, or dangerous activity expected of a junior-ranking individual by a more senior individual, which does not contribute to either individual's positive development, but is required to be accepted as part of a team or group, regardless of the junior-ranking individual's willingness to participate. This includes, but is not limited to, any activity, no matter how traditional or seemingly benign, that sets apart or alienates any teammate or group member based on class, number of years on the team or with the group, or ability;
 - viii. Unwanted physical contact including, but not limited to, touching, petting, pinching, or kissing;
 - ix. Deliberately excluding or socially isolating a person from a group or team;
 - x. Persistent sexual flirtations, advances, requests, or invitations;
 - xi. Physical or sexual assault;
 - xii. Behaviours such as those described above that are not directed towards a specific person or group but have the same effect of creating a negative or hostile environment; and
 - xiii. Retaliation or threats of retaliation against a person who Reports harassment to the Organization.
- f. **Minor** - as defined in the UCCMS
 - g. **Organization** – Curling Canada
 - h. **OSIC** – Office of the Sport Integrity Commissioner, an independent division of the Sport Dispute Resolution Centre of Canada (SDRCC) which comprises the functions of the Sport Integrity Commissioner
 - i. **Organizational Participant** – Refers to all categories of individual members and/or registrants defined in the By-laws of the Organization who are subject to the policies of the Organization, as well as all people employed by, contracted by, or engaged in activities with, the Organization including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, Athlete Support Personnel, volunteers, managers, administrators, parents or guardians, spectators, committee members, and Directors and Officers.

- j. **Person in Authority** – Any Organizational Participant who holds a position of authority within the Organization including, but not limited to, coaches, instructors, officials, managers, support personnel, chaperones, committee members, and Directors and Officers.
- k. **Power Imbalance** – As defined in the UCCMS
- l. **Report** – As defined in the UCCMS
- m. **UCCMS** – Universal Code of Conduct to prevent and address Maltreatment in Sport, as amended from time to time by the SDRCC
- n. **UCCMS Participant** – An Organizational Participant affiliated with the Organization who has been a) designated by the Organization and b) who has signed the required consent form. UCCMS Participants may include an athlete, a coach, an official, an athlete support personnel, an employee, a contractual worker, an administrator, or a volunteer acting on behalf of, or representing the Organization in any capacity.

Curling Canada has designated the following categories of individuals as UCCMS Participants:

- Board of Governors
 - Senior Staff (CEO, CFO, Executive Directors, Specific Contract Positions)
 - Athletes (Team Canada, National Team Program, National Next Gen, Carded Athletes)
 - Team Coaches (Team Canada, National Team Program, National Next Gen)
 - Athlete Support Personnel - Training and Competitions (National Team Program Coaches, Integrated Support Personnel, Team Managers/Team Leaders, Head Officials)
- o. **Workers** - all individuals who perform work for the Organization including employees, managers, supervisors, temporary workers, volunteers, student volunteers, part-time workers, and independent contractors
 - p. **Workplace** – Any place where business or work-related activities are conducted. Workplaces include but are not limited to, the registered office(s), work-related social functions, work assignments outside the registered office(s), work-related travel, the training and competition environment, and work-related conferences or training sessions.
 - q. **Workplace Harassment** – A course of vexatious comment or conduct against an Organizational Participant in a Workplace that is known or ought reasonably to be known to be unwelcome. Workplace Harassment should not be confused with legitimate, reasonable management actions that are part of the normal work/training function, including measures to correct performance deficiencies, such as placing someone on a performance improvement plan, or imposing discipline for workplace infractions.
 - r. **Workplace Violence** – The use of or threat of physical force by a person against a worker in a Workplace that causes or could cause physical injury to the worker; an attempt to exercise physical force against a worker in a

Workplace that could cause physical injury to the worker; or a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker in a Workplace that could cause physical injury to the worker.

Conflict of Interest Policy

Background

1. Individuals who act on behalf of an organization have a duty first to that organization and second to any personal stake they have in the operations of Curling Canada. For example, in not-for-profit organizations, Governors are required, by law, to act as a trustee (in good faith, or in trust) of Curling Canada. Governors, and other stakeholders, must not put themselves in positions where making a decision on behalf of Curling Canada is connected to their own personal interests. That would be a conflict of interest situation.

Purpose

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

Obligations

4. Any real or perceived conflict of interest, whether pecuniary or non-pecuniary, between a Representative's personal interest and the interests of Curling Canada, shall always be resolved in favour of Curling Canada.
5. Representatives will not:
 - a) Engage in any business or transaction, or have a financial or other personal interest, that is incompatible with their official duties with Curling Canada, unless such business, transaction, or other interest is properly disclosed to Curling Canada and approved by Curling Canada
 - b) Knowingly place themselves in a position where they are under obligation to any person who might benefit from special consideration or who might seek preferential treatment
 - c) In the performance of their official duties, give preferential treatment to family members, friends, colleagues, or organizations in which their family members, friends, or colleagues have an interest, financial or otherwise
 - d) Derive personal benefit from information that they have acquired during the course of fulfilling their official duties with Curling Canada, if such information is confidential or not generally available to the public
 - e) Engage in any outside work, activity, or business or professional undertaking that conflicts or appears to conflict with their official duties as a representative of Curling Canada, or in which they have an advantage or appear to have an advantage on the basis of their association with Curling Canada

- f) Without the permission of Curling Canada, use Curling Canada's property, equipment, supplies, or services for activities not associated with the performance of their official duties with Curling Canada
- g) Place themselves in positions where they could, by virtue of being a Representative of Curling Canada, influence decisions or contracts from which they could derive any direct or indirect benefit
- h) Accept any gift or favour that could be construed as being given in anticipation of, or in recognition for, any special consideration granted by virtue of being a Representative of Curling Canada

Disclosure of Conflict of Interest

- 6. At the request of Curling Canada, any Director and candidate for election to the Board, Officer, Employee, coach, volunteer or member of a committee will complete a **Declaration Form** disclosing any real or perceived conflicts that they might have. Declaration Forms shall be retained by Curling Canada.
- 7. Representatives shall disclose real or perceived conflicts of interest to Curling Canada immediately upon becoming aware that a conflict of interest may exist.
- 8. Representatives shall also disclose any and all affiliations with any and all other organizations involved with the same sport. These affiliations include any of the following roles: athlete, coach, manager, official, employee, volunteer, or Director.

Minimizing Conflicts of Interest in Decision-Making

- 9. Decisions or transactions that involve a conflict of interest that has been proactively disclosed by a Representative of Curling Canada will be considered and decided with the following additional provisions:
 - a) The nature and extent of the Representative's interest has been fully disclosed to the body that is considering or making the decision, and this disclosure is recorded or noted
 - b) The Representative does not participate in discussion on the matter
 - c) The Representative abstains from voting on the decision
 - d) For Board-level decisions, the Representative does not count toward quorum
 - e) The decision is confirmed to be in the best interests of Curling Canada
- 10. For potential conflicts of interest involving employees, Curling Canada will determine whether there is there a conflict and, if one exists, the employee will resolve the conflict by ceasing the activity giving rise to the conflict. Curling Canada will not restrict employees from accepting other employment contracts or volunteer appointments provided these activities do not diminish the employee's ability to perform the work described in the employee's job agreement with Curling Canada or give rise to a conflict of interest.

Conflict of Interest Complaints

11. Any person who believes that a Representative may be in a conflict of interest situation should report the matter, in writing (or verbally if during a meeting of the Board or any committee), to Curling Canada who will decide appropriate measures to eliminate the conflict. Curling Canada may apply the following actions singly or in combination for real or perceived conflicts of interest:
 - a) Removal or temporary suspension of certain responsibilities or decision-making authority
 - b) Removal or temporary suspension from a designated position
 - c) Removal or temporary suspension from certain teams, events, and/or activities
 - d) Expulsion from Curling Canada
 - e) Other actions as may be considered appropriate for the real or perceived conflict of interest
12. Any person who believes that a Representative has made a decision that was influenced by real or perceived conflict of interest may submit a complaint, in writing, to Curling Canada to be addressed under Curling Canada's *Discipline and Complaints Policy*.
13. Failure to comply with an action as determined by Curling Canada will result in automatic suspension from Curling Canada until compliance occurs.
14. Curling Canada may determine that an alleged real or perceived conflict of interest is of such seriousness as to warrant suspension of designated activities pending a final decision of Curling Canada.

Enforcement

15. Failure to adhere to this Policy may permit discipline in accordance with Curling Canada's *Discipline and Complaints Policy*.

Definitions

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

personnel, volunteers, managers, administrators, committee members, and
governors and officers of Curling Canada

Official Languages Policy

Purpose

1. Curling Canada is committed to the promotion and use of Canada's two official languages in the delivery of its services. The purpose of this policy is to guide Curling Canada in its use of both official languages in its activities and services.

Scope and Authority

2. This policy applies to Curling Canada and its activities.
3. Curling Canada is obligated by the Government of Canada to recognize that the English and French languages have equal status in Canada. Sport Canada requires Curling Canada to comply with the spirit of the *Official Languages Act* when both official language communities are being served.

Provisions

4. Curling Canada recognizes English and French as its official languages.
5. Curling Canada will maintain the capability to communicate with its Member Associations, participants, national team athletes, Individuals, and with the broader public in both official languages.
6. Curling Canada shall endeavour to provide all services and programs in both official languages.
7. Curling Canada will take the necessary measures to ensure that routine correspondence and communication can be conducted in the official language of choice. Replies to formal written correspondence shall be in the language of the originator. Staff of Curling Canada are expected to be practical when applying this provision to email correspondence.
8. All publications of a technical nature which are expected to be in circulation for a long period of time and which have broad applicability shall be provided in both official languages.
9. All official documents relating to the governance of Curling Canada, such as bylaws, policies, and strategic plans will be provided in both official languages.
10. Media releases regarding issues of national importance shall be issued simultaneously in both official languages. Curling Canada will make every effort to translate routine media releases.
11. Curling Canada will work to expand the bilingual services available at national level competitions and events sanctioned by Curling Canada. Curling Canada will

endeavour to make public service announcements, including recognition of partners, in both Official Languages.

12. Curling Canada will ensure forms created for the general public are written and available in both English and in French.
13. Any advertising initiated by Curling Canada (print, radio, video, television) is to be produced in the language appropriate for the type of media and, where practical, available for distribution in English and in French upon request.

Definitions

14. The following terms have these meanings in this policy:
 - a) *“Official Languages”* – The Official Languages of Canada are English and French.
 - b) *“Events”* – All National events sanctioned by Curling Canada
 - c) *“Individuals”* – All categories of membership defined in Curling Canada’s Bylaws, as well as all individuals employed by, or engaged in activities with, Curling Canada including, but not limited to, athletes, coaches, referees, officials, volunteers, managers, administrators, committee members, and governors and officers of Curling Canada.

Workplace Harassment Policy

APPLICATION

1. This policy applies to all individuals who perform work for Curling Canada (hereinafter “Workers”), including employees, managers, supervisors, temporary workers, volunteers, student volunteers, part-time workers, the Board of Governors, and independent contractors who feel they have been harassed within the Workplace.
2. Incidents of wrongdoing or misconduct observed or experienced by participants, volunteers, spectators, parents of participants, or other individuals not employed or contracted by Curling Canada can be reported under the terms of the *Discipline and Complaints Policy*.

PURPOSE

3. Curling Canada is committed to providing an environment in which all Workers are treated with respect and dignity. Workplace harassment will not be tolerated from any person in the workplace.
4. This policy is intended to ensure that Curling Canada works to prevent workplace harassment, including sexual harassment, and provides the procedures that will be followed to address and manage complaints of workplace harassment.
5. Importantly, reasonable action taken by Curling Canada relating to the management and direction of Workers or the Workplace (e.g., scheduling or conducting an annual performance review) is not Workplace Harassment.

REPORTING SEXUAL VIOLENCE AND SEXUAL ASSAULT

6. Sexual violence and sexual assault are serious crimes and should be immediately reported to the proper authorities, including Curling Canada.
7. If you have experienced or witnessed sexual violence or sexual assault, as applicable:
 - Go to a safe place
 - Call your local police or go to the nearest police station
 - Call your local rape crisis centre
 - Call your local victim services organization
 - Report the experience to Curling Canada (strongly recommended especially if the incident involved a Curling Canada staff member)

RESPONSIBILITIES

8. All Workers are expected to read, understand and adhere to this Policy.
9. Managers are responsible to take appropriate preventive or corrective action and to put a stop to any harassment they are aware of, whether or not a complaint is

filed. Failure to take appropriate action may result in disciplinary measures being imposed on the manager as well as the offending person.

10. In addition, management's responsibility is to ensure all complaints or incidents of workplace harassment are investigated and dealt with in a fair, respectful and timely manner.
11. Management will also ensure that all Workers receive annual training on Workplace Harassment and supervisors and managers will receive advanced training. Proof of completion will be placed in each Worker's file.

PROCEDURES

Reporting Workplace Harassment

12. If a Worker feels that they are being harassed, the Worker should first advise the person harassing them to stop, if they feel comfortable in doing so. If the Worker does not feel comfortable doing so, or if the harassment continues, the Worker is encouraged to report any incidents of Workplace Harassment to the appropriate person. Workers are not to be penalized or disciplined for reporting an incident or for participating in an investigation involving Workplace Harassment.

Where to File a Workplace Harassment Report

13. An incident or a complaint of Workplace Harassment should be reported as soon as possible after experiencing or witnessing an incident. This allows the incident to be investigated in a timely manner.
14. A Workplace Harassment incident or complaint must be reported directly to the Workplace Harassment Officer:

Executive Director Corporate Services
complaint@curlingcanada.ca
15. If the Workplace Harassment Officer is the alleged harasser, the Worker should report the complaint to the Chief Executive Officer.
16. All incidents or complaints of Workplace Harassment shall be kept confidential except to the extent necessary to protect Workers, to investigate the complaint or incident, to take corrective action or otherwise as required by law.

How to File a Workplace Harassment Report

17. Workers may report incidents or complaints of harassment verbally or in writing. When submitting a written complaint, Workers are asked to use the Workplace Harassment Incident Report Form (**Appendix A to this policy**). When reporting verbally, the Workplace Harassment Officer along with the Worker will complete the Workplace Harassment Incident Report Form.
18. The report of the incident should include the following information:

- a) Name(s) and contact information of the Worker who has allegedly experienced harassment
- b) Name(s) and contact information, if available, of the alleged harasser(s)
- c) Names of the witness(es) (if any) or other person(s) with relevant information to provide about the incident (if any) and contact information (if known)
- d) Details of what happened including date(s), frequency and location(s) of the alleged incident(s)
- e) Any supporting documents the Worker may have that are relevant to the complaint (e.g., emails, texts, etc.).
- f) A list any documents that may be relevant to the complaint.

What Happens After Filing a Workplace Harassment Report

19. All incidents or complaints will be kept confidential except to the extent necessary to protect the Worker, to investigate the complaint or incident, to take corrective action, or otherwise as required by law.
20. In particular, the Workplace Harassment Officer may inform the Chief Executive Officer and/or the Board of Governors that a Workplace Harassment complaint has been filed and needs to be investigated. The Workplace Harassment Officer may recommend that the investigation be conducted by an outside third party and the Chief Executive Officer and/or Board of Governors may not unreasonably withhold funding for any outside third party investigator.
21. The Workplace Harassment Officer is not required to reveal the name(s) of the Worker and alleged harasser(s), or details of the incident, at this stage of the process unless the safety of Workers may be at risk and/or if temporary action (e.g., a suspension of the alleged harasser(s) while an investigation takes place) is required.

RESPONSE TO WORKPLACE HARASSMENT COMPLAINTS

Investigation

22. Curling Canada will ensure that an investigation is conducted when it becomes aware of an incident of Workplace Harassment or receives a complaint of Workplace Harassment. If an Internal Investigation is not possible or appropriate, an external Investigator qualified to conduct a Workplace Harassment investigation and who has knowledge of the relevant Workplace Harassment laws will be retained to conduct the investigation.
23. The Workplace Harassment Officer will send written notice to the alleged harasser that an investigation of a report of Workplace Harassment under this policy is being initiated and will provide the name of the Investigator. This notice will include the particulars of the incident reported and indicate that the alleged harasser will have an opportunity to respond to the allegations.

Timing of the Investigation

24. The investigation will be completed in a timely manner and generally within 60 days or less unless there are extenuating circumstances (i.e., illness, complex investigation) warranting a longer investigation.

Investigation Process

25. The investigator will conduct the investigation in a manner befitting the investigator's experience and recommendations with such matters, with the following guidelines:

- The investigator will ensure the investigation is kept confidential and identifying information is not disclosed unless necessary to conduct the investigation.
- The investigator will interview the Worker who allegedly experienced Workplace Harassment and the alleged harasser(s), if the alleged harasser is a Worker of Curling Canada. If the alleged harasser is not a worker, the investigator will make reasonable efforts to interview the alleged harasser.
- The alleged harasser(s) will be given the opportunity to respond to the specific allegations raised by the Worker.
- The investigator will interview any relevant witnesses employed by Curling Canada who may be identified by either the Worker who allegedly experienced the Workplace Harassment, the alleged harasser(s) or as necessary to conduct a thorough investigation. The investigator will make reasonable efforts to interview any relevant witnesses who are not employed by Curling Canada if there are any identified.
- The investigator will collect and review any relevant documents.
- The investigator will take appropriate notes and statements during interviews with the Worker who allegedly experienced Workplace Harassment, the alleged harasser and any witnesses.
- The investigator will provide the alleged harasser with a reasonable opportunity to respond in writing or orally to the allegations. If the response is oral, the investigator should normally confirm the content of the response with the alleged harasser in writing. If they do not respond within a reasonable timeframe set by the investigator, or chooses not to participate in the investigation, the investigator may proceed in the absence of their response.
- The investigator will prepare a written Report summarizing the steps taken during the investigation, the complaint, the allegations of the Worker who allegedly experienced the workplace harassment, the response from the alleged

harasser, the evidence of any witnesses, and the evidence gathered. The investigator's Report will set out the findings of fact and come to a conclusion about whether or not, on a balance of probabilities, Workplace Harassment occurred.

Results of the Investigation

26. Within ten (10) business days of the investigation being completed, the Worker who allegedly experienced the workplace harassment and the alleged harasser, if they are a Worker of Curling Canada, will be informed in writing of the results of the investigation, and optionally an executive summary, but they are not to be sent the full investigator's report.
27. The parties described in p. 26 above will also be informed of any corrective action taken or that will be taken by Curling Canada to address Workplace Harassment.

Confidentiality

28. Information about complaints and incidents will be kept confidential to the extent possible. Information obtained about an incident or complaint of Workplace Harassment, including identifying information about any individuals involved, will not be disclosed unless disclosure is necessary to protect Workers, to investigate the complaint or incident, or to take corrective action or otherwise as required by law.
29. While the investigation is on-going, the Worker who has allegedly experienced harassment, the alleged harasser(s) and any witnesses must not discuss the incident or complaint or the investigation with each other or other workers or witnesses unless necessary to obtain advice about their rights. The Investigator may discuss the investigation and disclose the incident or complaint-related information only as necessary to conduct the investigation. All records of the investigation will be kept confidential.

Handling of Complaints

30. While the investigation is underway, the Workplace Harassment Officer will consider whether interim measures are necessary to minimize contact between the complainant and the accused harasser. Interim measures will be reasonable for the circumstances and may include granting time off, suspension, assigning different shifts, etc.

Disciplinary Action

31. Harassment by a Worker is a serious offence. If an accusation is substantiated, the harasser will be subject to immediate disciplinary action, up to and including dismissal.

32. After receiving the results of the investigation from the Workplace Harassment Officer, the Chief Executive Officer and/or Board of Governors will consider the evidence, the nature of the harassment, whether physical contact was involved, whether the situation was isolated, and whether there was an abuse of power to determine what is the appropriate corrective action.
33. Disciplinary actions may include:
 - Verbal or written apologies
 - A letter of reprimand or suspension
 - A referral to counselling
 - Remedial training
 - Schedule changes
 - Termination of employment
 - Referral to police or other legal authorities

UNSUBSTANTIATED COMPLAINTS AND RETALIATION

34. Intentionally accusing someone of harassment, known to be false, is a serious offence and may be subject to disciplinary action. Curling Canada reserves the right to discipline those whose complaints are frivolous or vexatious.
35. Any interference with the conduct of an investigation, or retaliation against the Worker filing the complaint, the alleged harasser, or witness, may itself result in disciplinary action.

RECORD KEEPING

36. Curling Canada will keep records of the investigation including:
 - A copy of the complaint or details about the incident;
 - A record of the investigation including notes;
 - A copy of the Investigator's Report (if any);
 - A summary of the results of the investigation that was provided to the Worker who allegedly experienced the Workplace Harassment and the alleged harasser, if a Worker of Curling Canada; and
 - A copy of any corrective action taken to address the complaint or incident of Workplace Harassment.
37. All records of the investigation will be kept confidential. Records will be kept indefinitely. If the investigation does not find evidence to support the complaint, no record will be kept in the file of the alleged harasser. When the investigation finds harassment occurred, the incident and the corrective action will be recorded in the harasser's personnel file.

DEFINITIONS

38. The following terms are defined in the *Code of Conduct and Ethics*:
 - Discrimination

- Harassment
- Maltreatment

39. **Bullying** occurs when an individual or a group of people, with more power, repeatedly and intentionally cause hurt or harm to another person or group of people who feel helpless to respond. Bullying can continue over time and is likely to continue if no action is taken.

Bullying is not:

- single episodes of social rejection or dislike
- single episode acts of nastiness or spite
- random acts of aggression or intimidation
- mutual arguments, disagreements or fights

The above actions can cause great distress. However, they do not fit the definition of bullying, and they're not examples of bullying unless someone is deliberately and repeatedly doing them.

40. **Workplace** - Any place where business or work-related activities are conducted. Workplaces include but are not limited to, Curling Canada's office, work-related social functions, work assignments outside Curling Canada's offices, work-related travel, work-related conferences or training sessions, and competition venues and hotels.

41. **Workplace Harassment** – Vexatious comment or conduct against a worker in a Workplace that is known or ought reasonably to be known to be unwelcome. Workplace Harassment should not be confused with legitimate, reasonable management actions that are part of the normal work/training function, including measures to correct performance deficiencies, such as placing someone on a performance improvement plan, or imposing discipline for workplace infractions. Types of behaviour that constitute Workplace Harassment include, but are not limited to:

- Bullying;
- Workplace pranks, vandalism, bullying or hazing;
- Repeated offensive or intimidating phone calls or emails;
- Inappropriate sexual touching, advances, suggestions or requests;
- Displaying or circulating offensive pictures, photographs or materials in printed or electronic form;
- Psychological abuse;
- Excluding or ignoring someone, including persistent exclusion of a particular person from work-related social gatherings;
- Deliberately withholding information that would enable a person to do his or her job, perform or train;
- Sabotaging someone else's work or performance;
- Gossiping or spreading malicious rumours;
- Intimidating words or conduct (offensive jokes or innuendos); and

- xii. Words or actions which are known or should reasonably be known to be offensive, embarrassing, humiliating, or demeaning.

42. **Workplace Violence** – The use of or threat of physical force by a person against a worker in a Workplace that causes or could cause physical injury to the worker; an attempt to exercise physical force against a worker in a Workplace that could cause physical injury to the worker; or a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker in a Workplace that could cause physical injury to the worker. Types of behaviour that constitute Workplace Violence include, but are not limited to:

- i. Verbal or written threats to attack;
- ii. Sending to or leaving threatening notes or emails;
- iii. Physically threatening behaviour such as shaking a fist at someone, finger pointing, destroying property, or throwing objects;
- iv. Wielding a weapon in a Workplace;
- v. Hitting, pinching or unwanted touching which is not accidental;
- vi. Dangerous or threatening horseplay;
- vii. Physical restraint or confinement;
- viii. Blatant or intentional disregard for the safety or wellbeing of others;
- ix. Blocking normal movement or physical interference, with or without the use of equipment;
- x. Sexual violence; and
- xi. Any attempt to engage in the type of conduct outlined above.

Appendix A – Workplace Harassment Complaint Form

Date: _____

Your name, position, and contact information:

Have you been harassed? _____ or, Did you witness what you are about to report? _____

Name(s) of alleged harasser(s), and position and contact information if available:

Details of the complaint of workplace harassment:

Please describe in as much detail as possible the harassment incident(s), including: (a) the names of the parties involved; (b) any witnesses to the incident(s); (c) the location, date and time of the incident(s); (d) details about the incident(s) (behaviour and/or words used); (e) any additional details. Attach additional pages if required.

Relevant documents/evidence:

Attach any supporting documents, such as emails, handwritten notes, or photographs. Physical evidence, such as vandalized personal belongings, can also be submitted. If you are not able to attach documents and they are relevant to your complaint, please list the documents below. If someone else has relevant documents, please note that below.

Equity, Diversity and Inclusion Policy

Version	January 23, 2023
Approval Date	February 7, 2023
Next Review Date	February 7, 2026

PURPOSE

1. Curling Canada is committed to encouraging Equity, Diversity and Inclusion (EDI) in its Activities and has enacted this Policy to provide Underrepresented Groups with fair and equitable opportunities to participate in its Activities without any hindrance.
2. This Policy:
 - a. Promotes the benefits, principles and opportunities of EDI within Curling Canada and with all of its partners and stakeholders;
 - b. Encourages Organizational Participants of all demographic groups, particularly those of Underrepresented Groups, and all genders, to become involved in the sport of curling as athletes, coaches, officials, volunteers, staff, supporters and spectators;
 - c. Creates environments, programs, policies and processes that welcome everyone to the sport of curling and seeks to increase the diversity of Organizational Participants and organizations involved in curling; and
 - d. Ensures that Curling Canada serves as an example to the Canadian and international sport community, investing in programs that seek to promote, celebrate, and recognize diversity in society overall.

APPLICATION

3. This Policy applies to all of the following:
 - a. Curling Canada, its Member Associations and all Organizational Participants;
 - b. Employees and anyone under contract with Curling Canada and anyone attending its offices or other workplaces for work or training-related purposes. This includes all persons working with teams or athletes, including coaches, medical and paramedical personnel and other support persons.
4. This Policy applies at all times, wherever an Activity takes place, which includes Curling Canada's offices as well as external locations in Canada and abroad where a Curling Canada Activity is taking place.
5. This Policy also applies to conduct outside of Curling Canada's Activities when such conduct adversely affects relationships within Curling Canada and its work and sport environment or is detrimental to the integrity, image or reputation of Curling Canada.

PRINCIPLES OF EQUITY, DIVERSITY AND INCLUSION

6. Curling Canada recognizes that discrimination, prejudice, or Harassment based on personal attributes, including but not limited to race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status or disability, is contrary to human rights principles and will not be tolerated. Curling Canada is therefore fully committed to implementing inclusive rules, policies and practices that ensure all people are able to participate in a safe, open, and welcoming environment in our sport.

7. Equity is demonstrated by treating people fairly and is promoted and achieved by removing barriers and by the creation of accessible and respectful environments, including any reasonable accommodations required to allow equal opportunities, equal access, and equal benefits to participate so that all Organizational Participants can achieve their personal potential in the sport of curling.

8. Valuing Diversity means respect and appreciation of differences in Organizational Participants and in groups and honouring and upholding human rights. It also means valuing various points of view and being open to new and different ideas.

9. Inclusion ensures that everyone feels welcome, comfortable, and that they belong.

CURLING CANADA COMMITMENTS

10. In order to achieve EDI within the Canadian curling community, Curling Canada will:

- a. Educate Organizational Participants, through this Policy and resources on its website, regarding the importance of EDI and how EDI can be attained through practices, policies, procedures and by setting behavioural standards;
- b. Provide registration forms and other documents that allow the Organizational Participant to indicate their gender identity and expression instead of their sex or gender and to ensure that registration forms and processes include inclusive language with respect to self-identification;
- c. Allow Organizational Participants to decide not indicate a gender identity without any consequence to the Organizational Participant;
- d. Allow Organizational Participants to indicate their pronouns and/or their preferred name(s) and to refer to Organizational Participants by their preferred pronoun and/or preferred name;
- e. Promote inclusive language and images on its website and other documents or materials;

- f. Consult with Underrepresented Groups to implement, monitor and update this Policy;
- g. Allow Organizational Participants to use the facilities of their gender identity (i.e., washrooms, changerooms) when Curling Canada has control over such authority;
- h. Respect all Organizational Participants' gender identity and gender expression when providing uniforms and setting dress codes; and
- i. Determine eligibility guidelines for Organizational Participants from all gender identities.

11. Curling Canada further commits to undertake the following EDI efforts:

- a. Support EDI for all Underrepresented Groups;
- b. To continuously take EDI matters into account in its strategies, plans, actions, and operations, including technical programs, business management, sponsorship, marketing, media and communication;
- c. To develop a working group tasked to improve and address areas of EDI that can be improved within the sport of curling in Canada;
- d. To conduct an internal audit of Curling Canada programs from an EDI perspective;
- e. To conduct an annual review of Curling Canada's competition guides and other related documents to ensure that rules in place for each curling season will support a culture of Inclusion. Any such annual review shall include consultation with Curling Canada's stakeholders;
- f. To schedule a regular review of Curling Canada registration policies to ensure that they are inclusive;
- g. To develop and maintain educational materials related to EDI on the Curling Canada website and to regularly review and update such resources;
- h. Consult representatives from Underrepresented Groups when developing programs and policy that will directly affect their participation in the sport of curling in Canada;
- i. Address concerns of EDI in all educational and promotional materials; and
- j. Share learnings and best practices in EDI with provincial and territorial members to strengthen EDI initiatives within the sport of curling across the country.

EDUCATION AND COMMUNICATION

12. Curling Canada will ensure this Policy is well publicized, including on its website. Information should be included in all relevant training materials to ensure use.

13. Curling Canada will ensure that this Policy is communicated to those who will be responsible for implementing and upholding it.

PROGRAMS

14. Curling Canada is committed to creating and supporting programs that address EDI issues in sport. As such, Curling Canada will:
- a. Ensure that equitable opportunities are considered when developing, updating, or delivering Curling Canada programs and policies;
 - b. Ensure that Organizational Participants from Under-Represented Groups have no barriers to participation in its programs, training, and coaching opportunities;
 - c. Create and support new programming that specifically addresses EDI;
 - d. Fund programs and services equally;
 - e. Create special opportunities to advance women in coaching; and
 - f. Consider a balance of presenters from all gender identities when planning and conducting education sessions.

GOVERNANCE

15. Curling Canada will:
- a. Strive to achieve gender balance in the appointment of all committees, task forces and other decision-making or decision-influencing bodies, and in seeking nominations for and appointments to the Board;
 - b. Include gender equity as a stated value that is accepted and promoted on nominating and selection committees;
 - c. Ensure equal opportunities exist for all staff to receive professional development to move towards senior levels of decision-making; and
 - d. Develop, update and deliver all policies, programs and services ensuring the concerns and needs of Under-Represented Groups are identified, promoted and supported.

COMMUNICATIONS AND MEDIA

16. Curling Canada will:
- a. Strive to ensure that Under-Represented Groups are portrayed equitably in promotional materials and official publications, and that gender-neutral language is used in all communications;
 - b. Produce all written and visual materials in a gender-inclusive manner;
 - c. Develop a communication plan that strives to give media visibility to Under-Represented Group; and
 - d. Use gender-appropriate or gender-neutral language and positive, active visuals in all publications, graphics, videos, posters and on its website.

HUMAN RESOURCES

17. As part of its commitment to the use of equitable human resource management practices, Curling Canada will:

- a. Where possible, adopt work practices such as flex-time, job-sharing and home-based offices;
- b. Provide a physically accessible workplace environment;
- c. Ensure a non-smoking environment;
- d. Use non-discriminatory interview techniques;
- e. Provide opportunities for all staff to advance to senior decision-making levels and receive equitable remuneration;
- f. Publicly declare Curling Canada to be an equal opportunity employer and respect and implement the principle of pay equity in relation to salaried and contract employees;
- g. When appropriate, make available access to Employee Assistance counselling

RESOLVING ISSUES IN RELATION TO EDI

18. Should an Organizational Participant consider that they have been subject to, or believe another person has been the victim of, discrimination, bullying, Harassment, Abuse or Sexual Harassment, they may take appropriate action through the Curling Canada *Discipline and Complaints Policy*.

19. Any Organizational Participant that pursues recourse under Curling Canada's *Discipline and Complaints Policy* shall not be subject to any retribution, reprisal or retaliation for making a good faith complaint.

20. Any violation of this Policy that may be considered "Prohibited Behaviour" or "Maltreatment" (defined in the UCCMS and/or the *Code of Conduct and Ethics*) when the Respondent is an Organizational/Registered Participant who has been designated by the Organization as a UCCMS Participant, will be handled pursuant to the policies and procedures of the Office of the Sport Integrity Commissioner ("OSIC"), subject to the rights of the Organization as set out in the *Code of Conduct and Ethics* and any applicable workplace policies.

DEFINITIONS

21. The following terms have these meanings in this Policy:

- a. "**Activity**" – All business and activities of Curling Canada;
- b. "**Board**" – The Board of Governors of Curling Canada;
- c. "**Diversity**" – the presence and integration of a variety of Organizational Participants with different personal characteristics, particularly Underrepresented Groups, in a group or organization;
- d. "**Equity**" – fairness afforded to Organizational Participants with diverse personal characteristics regardless of those characteristics;
- e. "**Good Faith**" – the general presumption that all parties will deal with each other honestly;

- f. **“Inclusion”** – acceptance of Organizational Participants with diverse personal characteristics into a group or organization, regardless of those characteristics;
- g. **“Organizational Participant”** – Refers to all categories of individual members and/or registrants defined in the By-laws of the Organization who are subject to the policies of the Organization, as well as all people employed by, contracted by, or engaged in activities with, the Organization including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, Athlete Support Personnel, volunteers, managers, administrators, parents or guardians, spectators, committee members, and Directors and Officers.
- h. **“Underrepresented Group”** – Describes a subset of a population that holds a smaller percentage within a significant subgroup than the subset holds in the general population. In sport, research shows that underrepresented groups include: women and girls, persons with disabilities, LGBT—QI2S community, marginalized youth, Black, Indigenous and People of Colour (BIPOC), socio-economically disadvantaged people, newcomers to Canada, rural, remote and isolated regions, and older adults.

Whistleblower Policy

Version	January 23, 2023
Approval Date	February 7, 2023
Next Review Date	February 7, 2026

PURPOSE

1. The purpose of this Policy is to allow Workers to have a discreet and safe procedure by which they can disclose incidents of wrongdoing in the workplace without fear of unfair treatment or reprisal.

APPLICATION

2. This Policy only applies to Workers who observe or experience incidents of wrongdoing committed by Governors or by other Workers.
3. Incidents of wrongdoing or misconduct observed or experienced by Organizational Participants or other individuals not employed or contracted by Curling Canada can be reported in accordance with Curling Canada's *Discipline and Complaints Policy* and/or reported to Curling Canada's Board or Chief Executive Officer to be handled under the terms of the individual Worker's Employment Agreement or Contractor Agreement, as applicable, and/or any other relevant and applicable Curling Canada policy.
4. Matters reported under the terms of this Policy may be referred to be heard under Curling Canada's *Discipline and Complaints Policy*.

WRONGDOING

5. Wrongdoing can be defined as:
 - a. Violating the law;
 - b. Breaching of Curling Canada's *Code of Conduct and Ethics*;
 - c. Breaching Curling Canada's policies for workplace violence and harassment;
 - d. Committing or ignoring risks to the life, health, or safety of an Organizational Participant, Worker, or other individual;
 - e. Directing an Organizational Participant or Worker to commit a crime, serious breach of a policy of Curling Canada, or other wrongful act; or
 - f. Fraud.

PLEDGE

6. Curling Canada pledges not to dismiss, penalize, discipline, or retaliate or discriminate against any Worker who discloses information or submits, in good faith, a report against a Worker under the terms of this Policy.

7. Any Organizational Participant affiliated with Curling Canada who breaks the above-referenced pledge will be subject to disciplinary action pursuant to Curling Canada's *Discipline and Complaints Policy*.

REPORTING WRONGDOING

8. A Worker who believes that a Governor or another Worker has committed an incident of wrongdoing should prepare a report that includes the following:
 - a. Written description of the act or actions that comprise the alleged wrongdoing, including the date and time of the action(s);
 - b. Identities and roles of other individuals or Workers (if any) who may be aware of, affected by, or complicit in, the wrongdoing;
 - c. Why the act or action should be considered to be wrongdoing; and
 - d. How the wrongdoing affects the Worker submitting the report (if applicable).

REPORTS

9. Reports of wrongdoing shall be made by a Worker to Curling Canada's Independent Third Party.
10. At the discretion of the Independent Third Party, any violation of this Policy that may be considered "Prohibited Behaviour" or "Maltreatment" (defined in the UCCMS and/or the Code of Conduct and Ethics Policy) when the Respondent is an Organizational Participant who has been designated by the Organization as a UCCMS Participant, will be directed to the Office of the Sport Integrity Commissioner ("OSIC"), subject to the rights of the Organization as set out in the Code of Conduct and Ethics and any applicable workplace policies.
11. A Worker who is unsure if he or she should submit a report, or who does not want to have his or her identity known, may contact the Independent Third Party for informal advice about the process.
12. After receiving the report, the Independent Third Party has the responsibility to:
 - a. Assure the Worker of Curling Canada's Pledge
 - b. Determine if the report is frivolous, vexatious, or submitted in bad faith¹
 - c. Determine if Curling Canada's *Whistleblower Policy* applies or if the matter should be handled under Curling Canada's *Discipline and Complaints Policy*
 - d. Determine if the local police service be contacted
 - e. Determine if mediation or alternate dispute resolution can be used to resolve the issue

- f. Determine if Curling Canada's Chief Executive Officer should or can be notified of the report
- g. Begin an investigation and produce a report in accordance with the *Code of Conduct and Ethics Policy*.

INVESTIGATION

13. In all stages of the investigation, the investigator will take every precaution to protect the identity of the Worker who submitted the report and/or the specific nature of the report itself. However, Curling Canada recognizes that there are some instances where the nature of the report and/or the identity of the Worker who submitted the report will or may be inadvertently deduced by individuals participating in the investigation.

DECISION

14. Within fourteen (14) days after receiving the investigator's report, Curling Canada's Chief Executive Officer will take corrective action, as required. Corrective action may include, but is not limited to including:
- a. Enacting and/or enforcing policies and procedures aimed at eliminating the wrongdoing or further opportunities for wrongdoing;
 - b. Revision of job descriptions; or
 - c. Discipline, suspension, termination, or other action as permitted by Curling Canada's Bylaws, provincial employment legislation, any relevant and applicable Curling Canada policy, and/or the Worker's Employment Agreement or Contractor Agreement.
15. The corrective action, if any, will be communicated to the investigator who will then inform the Worker who submitted the report.
16. Decisions made under the terms of this Policy may be appealed under the terms of Curling Canada's *Appeal Policy* provided that:
- a. If the Worker who submitted the initial report is appealing the decision, the Worker understands that his or her identity must be revealed if he or she submits an appeal; and
 - b. If the Governor or Worker against whom the initial report was submitted is appealing the decision, the Worker or Governor understands that the identity of the Worker who submitted the report will not be revealed and that Curling Canada will act as the Respondent

CONFIDENTIALITY

17. Confidentiality at all stages of the procedures outlined in this Policy – from the initial report to the final decision – is assured for all individuals (the Worker, the Worker(s) against whom the report is submitted, and the individuals interviewed

during the investigation). An Organizational Participant who intentionally breaches the confidentiality clause of this Policy will be subject to disciplinary action.

PRIVACY

18. The collection, use and disclosure of any personal information pursuant to this Policy is subject to Curling Canada's Privacy Policy.

19. Curling Canada or any of its delegates pursuant to this Policy (i.e., Independent Third Party, investigator), shall comply with Curling Canada's Privacy Policy in the performance of their services under this Policy.

DEFINITIONS

20. The following terms have these meanings in this Policy:
- a. **Governor** – An individual appointed or elected to Curling Canada's Board of Governors
 - b. **UCCMS** - *Universal Code of Conduct to prevent and address Maltreatment in Sport*, as amended from time to time by the Sport Dispute Resolution Centre of Canada (SDRCC)
 - c. **Organizational Participant** – Refers to all categories of individual members and/or registrants defined in the By-laws of the Organization who are subject to the policies of the Organization, as well as all people employed by, contracted by, or engaged in activities with, the Organization including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, Athlete Support Personnel, volunteers, managers, administrators, parents or guardians, spectators, committee members, and Directors and Officers.
 - d. **Worker** – An individual who has signed an Employment Agreement or Contractor Agreement with Curling Canada

Consultation and Communications Policy (to be reviewed)

The purpose of this policy is to define consultation requirements that deliver the highest quality information and risk analysis to the Board of Governors of Curling Canada in order for them to make informed and risk-balanced decisions. Communication to stakeholders of those consultation needs and defining the required process to obtain the particular information needed, will be critical for the high functioning of the board.

Guiding Principles of a Consultation

- Consultation and the communication of the requirements, process and outcomes of a consultation are parts of the dynamic process of dialogue between individuals or groups, based upon a genuine exchange of views, with the objective of influencing decisions, policies or programmes of action.
- Consultations are intended to advance the mission of Curling Canada, inspire our stakeholders, and assure the intended impact of Curling Canada's strategic imperatives.
- Consultation or input will always be used to advance the best interests of the sport in Canada so that decisions can be made that are best for the curling community as a whole vs any single group/member association or affiliation.
- Effective communication of information, perspective, and risk assessment in a consultation inspires trust in Curling Canada and is based on motivating, informing, counseling, and gaining understanding of the risks/opportunities of those who feel the greatest impact of decisions. It must therefore be done in a timely, open and transparent manner, respecting confidentiality where appropriate.
- All relevant information must be shared to facilitate informed communication.
- Each stakeholder has distinct and important roles in a consultation. Context is critical. Education around roles and accountabilities, governance training and non-member association stakeholder priorities is valuable as it provides broad context in which decision making is done.

Communication Behaviours and Processes

Curling Canada and its stakeholders have a shared responsibility to the sport of curling and its curlers to ensure that roles and accountabilities (as outlined below) are respected and that decisions, when properly made, are supported. To this end:

- Consultations will be undertaken in an open, consistent, regular and transparent manner. All contributions and perspectives will be considered and valued by Curling Canada during the decision-making process.

- In acknowledgement of the diversity of stakeholders, a fair mechanism(s) enabling those stakeholders an opportunity to provide input into the process, in either written or verbal manner, will be employed. Consultation design and responses to consultation requests will be provided in the manner/format requested. When a consultation process is anticipated, it will be clearly communicated including the expectations and timescale with anticipated publication of process and results. Consultations can be of both a formal and informal nature with informal consultations requesting informed response on topics/issues from individuals or groups with specific knowledge, expertise and/or experience in that area.
- The collection and assessment of feedback will be carried out promptly and objectively. Data will be collated and presented in an impartial manner to allow the decision makers the ability to assess and interpret the responses using their own experience and expertise as well as the role and responsibility delegated to them by the organization.
- Because decisions taken by Curling Canada can have material impact on the business models of the member associations, our respective consultation and communication must be thoughtful, considered, and timely.
- Results of any consultation will be communicated within a reasonable time providing the rationale for the decision being taken.
- Curling Canada will update and distribute its communication strategy from time to time for the benefit of all stakeholders and to ensure that they are able to anticipate and plan for consultation, respecting that some input will be of an unplanned or urgent nature.

Roles and Accountabilities

BOARD OF GOVERNORS	CEO
<p>Role is to Govern the National Sport Body. Focus is on the long-term health and growth of the sport of Curling in Canada.</p> <p>Understands the issues that affect the sport and participants on a national basis.</p> <p>Creates policy and high-level priorities for the sport (Strategic Plan). Focuses</p>	<p>Operates the Curling Canada Organization</p> <p>Position oversees and decides upon the investment of resources to achieve the strategic goals of the Organization, subject to delegated authorities.</p> <p>Receives guidance and direction through strategic plan and risk tolerance profile.</p>

<p>on risks to the organization and sport.</p> <p>Represents Canada internationally in the sport community.</p> <p>Significant accountability to Government (Sport Canada), marketing partners and national and international bodies who oversee curling and sport</p>	<p>Oversight and monitored by Board of Governors against operational plan.</p> <p>Ensures decisions made are for the best interests of the sport as a whole.</p>
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Annual Consultation and Communication Plan Deliverables

- Board Liaisons Identified and communicated – October
- Consultation Communication Plan outlining specific requirements, processes, activities, deliverables, and expectations - December
- Annual report – September
- Financial statements – September
- State of the union address and strategic plan update – Annual Meeting (September)
- Governance education on the roles and responsibilities -- National Curling Congress

Confidentiality Policy

Purpose

1. The purpose of this policy is to ensure the protection of Confidential Information that is proprietary to Curling Canada.

Scope and Application

2. This policy applies to all Members and Representatives of Curling Canada.
3. Confidential Information does not include the following: name, title, business address, work telephone number, or any other information widely available or in the public domain.
4. Members voluntarily publishing or consenting to the publication of Confidential Information in a public forum (such as the listing of an email address on a website) forfeit the expectation of confidentiality for that Confidential Information for as long as it is available publicly.

Responsibilities

5. Representatives and Members will not, either during the period of their involvement/employment with Curling Canada or any time thereafter, disclose, publish, communicate, or divulge to any person or organization any Confidential Information acquired during their period of involvement/employment, unless expressly authorized to do so.
6. Representatives and Members will not use, reproduce, or distribute Confidential Information without the express written consent of Curling Canada.
7. All documents and written materials relating to Confidential Information will remain the property of Curling Canada and, upon cessation of involvement/employment with Curling Canada, for any reason, or upon request of Curling Canada, Representatives will immediately return all written or tangible Confidential Information, as well as copies and reproductions, and any other media containing Confidential Information.

Intellectual Property

8. Copyright and any other intellectual property rights for all written material (including material in electronic format or posted on a website) and other works produced in connection with employment or involvement with Curling Canada will be owned solely by Curling Canada, which shall have the right to use, reproduce, or distribute such material and works, in whole or in part, for any purpose it wishes. Curling Canada may grant permission for others to use its intellectual property.

IT Information Storage and Security

9. Representatives using any storage devices (including electronic devices such as USB, CD, etc.) belonging to Curling Canada acknowledge that these devices and their contents are the property of Curling Canada.
10. Representatives also acknowledge that Curling Canada technology should be used only for Curling Canada business during normal working hours. **Downloading personal materials onto Curling Canada devices can be harmful and is not permitted** (cross-check with IT policies)

Enforcement

11. A breach of any provision in this policy may be subject to legal recourse, termination of the employment or volunteer position, suspension or expulsion from membership, or sanctions pursuant to Curling Canada's *Discipline and Complaints Policy*.

Definitions

12. The following terms have these meanings in this Policy:

- a) "*Confidential Information*" – Personal information of Representatives including but not limited to home address, email address, personal phone numbers, date of birth, financial information, medical information, and background check information. Additionally, *Confidential Information* also covers information considered to be intellectual property of Curling Canada such as data, proprietary information, business information, and trade secrets;
- b) "*Representative*" – All individuals employed by, or engaged in activities on behalf of, Curling Canada. Representatives include, but are not limited to, staff, administrators, athletes, coaches, referees, officials, volunteers, managers, committee members, governors and officers of Curling Canada;
- c) "*Members*" – Members as defined in Curling Canada's bylaws.

Social Media Policy

Version	January 23, 2023
Approval Date	February 7, 2023
Next Review Date	February 7, 2026

PREAMBLE

1. Curling Canada is aware that Organizational Participants' interaction and communication occurs frequently on social media. Curling Canada cautions Organizational Participants that any conduct falling short of the standard of behaviour required by Curling Canada's *Code of Conduct and Ethics* may be subject to the disciplinary sanctions identified within Curling Canada's *Discipline and Complaints Policy*.

APPLICATION OF THIS POLICY

2. This Policy applies to all Organizational Participants as defined in the Definitions.

CONDUCT AND BEHAVIOUR

3. In accordance with Curling Canada's *Discipline and Complaints Policy* and *Code of Conduct and Ethics*, the following social media conduct may be subject to disciplinary action in accordance with the *Discipline and Complaints Policy*:

a. Posting a disrespectful, hateful, harmful, disparaging, insulting, or otherwise negative comment on a social medium that is directed at an Organizational Participant, at Curling Canada, or at other Organizational Participants connected with Curling Canada

b. Posting a picture, altered picture, or video on a social medium that is harmful, disrespectful, insulting, or otherwise offensive, and that is directed at an Organizational Participant, at Curling Canada, or at other Organizational Participants connected with Curling Canada

c. Creating or contributing to a Facebook group, webpage, Instagram account, Twitter feed, blog, or online forum devoted solely or in part to promoting negative or disparaging remarks or commentary about Curling Canada, its stakeholders, or its reputation

d. Inappropriate personal or sexual relationships over a social medium between Organizational Participants who have a Power Imbalance in their interactions, such as between athletes and coaches, directors and officers, Athlete Support Personnel, staff, committee members, officials and athletes, etc.

e. Any instance of cyber-bullying or cyber-harassment between one Organizational Participant and another Organizational Participant (including a teammate, coach, Athlete Support Personnel, opponent, volunteer, or official), where incidents of cyber-bullying and cyber-harassment can include but are not limited to the following conduct on any social medium, via text-message, or via email: regular insults, negative comments, vexatious or unwelcome behaviour, pranks or jokes,

threats, posing as another person, spreading rumours or lies, or other harmful behaviour.

4. Any violation of this Policy that may be considered “Prohibited Behaviour” or “Maltreatment” (defined in the UCCMS and/or the Code of Conduct and Ethics) when the Respondent is an Organizational/Registered Participant who has been designated by the Organization as a UCCMS Participant, will be handled pursuant to the policies and procedures of the Office of the Sport Integrity Commissioner (“OSIC”), subject to the rights of the Organization as set out in the Code of Conduct and Ethics and any applicable workplace policies.

INDIVIDUALS RESPONSIBILITIES

5. Organizational Participants acknowledge that their social media activity may be viewed by anyone, including Curling Canada.

6. If Curling Canada unofficially engages with an Organizational Participant in social media (such as by retweeting a tweet or sharing a photo on Facebook) the Organizational Participant may, at any time, ask Curling Canada to cease this engagement.

7. When using social media, an Organizational Participant must model appropriate behaviour befitting the Organizational Participant’s role and status in connection with Curling Canada.

8. Removing content from social media after it has been posted (either publicly or privately) does not excuse the Organizational Participant from being subject to Curling Canada’s *Discipline and Complaints Policy*.

9. An Organizational Participant who believes that another Organizational Participant’s social media activity is inappropriate or may violate Curling Canada’s policies and procedures should report the matter to Curling Canada in the manner outlined by Curling Canada’s *Discipline and Complaints Policy*.

PRIVACY

10. The collection, use and disclosure of any personal information pursuant to this Policy is subject to Curling Canada’s Privacy Policy.

DEFINITIONS

11. The following terms have these meanings in this Policy:
- a. **“Social media”** – The catch-all term that is applied broadly to new computer-mediated communication media including, but not limited to blogs, YouTube, Facebook, Instagram, Tumblr, Snapchat, and Twitter.
 - b. **“Organizational Participants”** – Refers to all categories of individual members and/or registrants defined in the By-laws of the Organization who are

subject to the policies of the Organization, as well as all people employed by, contracted by, or engaged in activities with, the Organization including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, Athlete Support Personnel, volunteers, managers, administrators, parents or guardians, spectators, committee members, and Directors and Officers.

ADDENDUM

➤ BYLAWS



BY-LAWS

of

**CANADIAN CURLING ASSOCIATION/
l'Association Canadienne de Curling
(CURLING CANADA)**

(December 5, 2018)

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**Canadian Curling Association/l'Association Canadienne de Curling
(O/A Curling Canada)**

**BY-LAW NO. 1
Being the By-Laws of the Association**

I. GENERAL, INTERPRETATION and DEFINITIONS

1. In these By-laws the following definitions shall apply:

- (a) "**Act**" means the Canada Not-For-Profit Corporations Act S.C. 2009, c23, as amended;
- (b) "**Annual Meeting**" means an Annual Meeting of the Members which, as further defined in Section XI-1 of these By-laws and as required by the Act, will be convened within fifteen (15) months of the previous Annual Meeting and within six (6) months of fiscal year end;
- (c) "Acting Chair" means a Governor appointed by the Board, as required, to serve temporarily as Acting Chair when no Governor has been elected Chair.
- (d) "**Articles**" means original or restated Articles of Incorporation, Articles of Amendment or Articles of Continuance as per the Act;
- (e) "**Association**" means the Canadian Curling Association/l'Association Canadienne de Curling (hereinafter also known as Curling Canada);
- (f) "**Board of Governors**" or "**Governors**" means the Board of Governors or Governor of the Association and "Governors" are the same as "Directors" as defined within the Act;
- (g) "**By-laws**" mean the By-laws of the Association;
- (h) "**Chair**" means the Chair of the Association's Board of Governors;
- (i) "**Chief Executive Officer**" means the Chief Executive Officer of the Association as specified in Section IX;
- (j) "**Governor-Elect**" means a Governor elected at an Annual Meeting to assume office on a specified date;

- (k) "**Letters Patent**" means the letters patent of the Association and includes any supplementary letters patent of the Association;
 - (l) "**Member**" of the Association means a Provincial, Territorial or Regional Association incorporated as a not-for-profit corporation or society within their applicable Province or Territory as specified in Section III;
 - (m) "**Notice**" means notice provided to Members which will include the time and place of a meeting, the proposed agenda, and reasonable information to permit Members to make informed decisions, and shall be given to each Member entitled to vote at the meeting, the auditor, and the Board, by the following means:
 - i. By mail, courier or personal delivery to each Member entitled to vote at the meeting, sent at least twenty-one (21) and not more than sixty (60) days before the day on which the meeting is to be held; or
 - ii. By telephone, electronic or other communication facility to each member entitled to vote at the meeting, sent at least twenty-one (21) and not more than thirty-five (35) days before the day on which the meeting is to be held; or
 - iii. By posting on the Association's website at least thirty (30) days prior to the date of the meeting.
 - (n) "**Officer**" means the Chair and Chief Executive Officer;
 - (o) "**Ordinary Resolution**" means a resolution passed by a majority of votes cast on that resolution;
 - (p) "**Regional Association**" means any Provincial, Territorial or Regional curling association situated in Canada that is recognized by the Association;
 - (q) "**Special Meeting**" means a Special Meeting of the Members which, as further defined in Section XI-3 of these By-laws and in the Act, is convened to deal with a specific item of business.
 - (r) "**Special Resolution**" means a resolution passed by the majority of at least two thirds of the votes cast on that resolution;
2. In these By-laws, all other By-laws and in all resolutions of the Association, the following interpretations shall apply:
- (a) Words importing the singular number or the masculine gender shall, where the context requires, include the plural or the feminine or neuter genders, as the case

may be and vice versa. The remainder of any sentence involving those same words shall be construed as if the changes in number and gender had been made.

3. The Association will be carried on without the purpose of gain for its Members and any profits or other accretions to the Association will be used in promoting its objectives.
4. These By-laws have been drafted in English and the official French text is a translation. In the case of conflicting interpretations, the English version will prevail.

II. REGISTERED OFFICE

1. The Board of Governors may determine the location of the Registered Office of the Association, so long as the Registered Office of the Association is in the Province specified in the Association's articles.
2. The Board of Governors may establish an office or offices of the Association in such other place or places in Canada as the affairs of the Association may require.

III. MEMBERS OF THE ASSOCIATION

1. MEMBERS: The Members of the Association include:
 - (a) Newfoundland and Labrador Curling Association;
 - (b) Nova Scotia Curling Association;
 - (c) New Brunswick Curling Association (O/A Curling NB);
 - (d) Prince Edward Island Curling Association (O/A Curl PEI);
 - (e) Curling Québec;
 - (f) Ontario Curling Association (O/A CurlON) excluding the area defined as Northern Ontario and represented by the Northern Ontario Curling Association;
 - (g) Northern Ontario Curling Association representing the area defined as Northern Ontario;
 - (h) Manitoba Curling Association (O/A CurlManitoba);
 - (i) Saskatchewan Curling Association (O/A CURLSASK);
 - (j) Alberta Curling Federation (O/A Curling Alberta);
 - (k) Curl BC;
 - (l) Yukon Curling Association;
 - (m) Northwest Territories Curling Association;
 - (n) Nunavut Curling Association; and
 - (o) Such other curling organizations as are from time to time admitted as Members, pursuant to the terms of these by-laws and approved by Special Resolution of the voting members.
2. **VOTING BY MEMBERS** - Each Member shall appoint one delegate to attend all meetings of the Members of the Association as the authorized representative of the Member. Each Delegate of each Member shall be entitled to one vote at all meetings of Members.

3. Prior to any meeting of Members, a Member will inform the Association in writing (inclusive of electronic notice) of the name of the Delegate, or alternate Delegate, to represent the Member. The Delegate must be at least eighteen (18) years of age and a member or registered in good-standing of the Member.
4. The Delegates of Members have the right to participate in and vote at all meetings of members via teleconferencing.

IV. AFFILIATE ORGANIZATIONS

1. The Association may, by Ordinary Resolution at any Annual Meeting, admit any organization as an Affiliate Organization which coordinates and administers curling activities/development provided that:
 - (a) The application is endorsed by the Board of Governors by way of an Ordinary Resolution at a previous meeting of the Board of Governors; and
 - (b) The Member in which the organization exists supports in writing the application for registration as an Affiliate Organization, the exception being national organizations*.
 - i) *An exception is made for national organizations such as Canadian Firefighters Curling Association, Canadian Police Curling Association and the like.
2. All affiliate members of the Association appointed prior to the date of ratification of these By-laws shall cease being affiliate members and become Affiliate Organizations of the Association.
3. Affiliate Organization status shall entitle an organization to the rights and privileges of membership with the exception of a voting privilege, the ability to present Notice at meetings of the Members, and the ability to participate in Association national championships.

V. HONORARY LIFE AMBASSADORS

1. Honorary Life Ambassadors are so-named in recognition of service to the Association and as such pay no registration fees nor do they have any rights and privileges except for those which may from time to time be granted as a courtesy as determined by the Board of Governors.
2. In recognition of special service to the Association, the Association may, by Ordinary Resolution at any Annual Meeting, upon the recommendation of the Board of

Governors, appoint not more than two Honorary Life Ambassador designations to individuals who are members of, or are otherwise associated with, a Member.

3. The Association may, by Ordinary Resolution at any Annual Meeting, upon the recommendation of the Board of Governors, appoint one Honorary Life Ambassador designation to a person outside the jurisdiction of the Association.
4. The Association will recognize the following as Honorary Life Ambassadors:
 - (a) All Honorary Life Members of the unincorporated association known as the Dominion Curling Association;
 - (b) All Honorary Life Members of the incorporated association known as the Canadian Ladies Curling Association/l'Association Canadienne Feminine de Curling;
 - (c) All Honorary Life Members of the Association appointed prior to the date of the By-law being approved changing the designation from Honorary Life Member to Honorary Life Ambassador.

VI. OBLIGATION OF MEMBERS, AFFILIATE ORGANIZATIONS & HONORARY LIFE AMBASSADORS:

1. The following obligations apply to all Members, Affiliate Organizations and Honorary Life Ambassadors of the Association:
 - (a) **DUTY TO COMPLY:** Members, Affiliate Organizations, and Honorary Life Ambassadors are obliged to comply with and be bound by and duly enforce within its jurisdiction, all rules and decisions of the Association, the Board of Governors, or any committees of the Association so long as such rules and decisions are not contrary to the law, the Letters Patent or the By-laws of the Association.
 - (b) **RESIGNATION:** Any Member, Affiliate Organization or Honorary Life Ambassador may resign from Membership, Affiliation, or Honorary Life Ambassador status, as applicable, at any time by notice in writing to the Chief Executive Officer. Such resignation in no way relieves the Member, Affiliate Organization, or Honorary Life Ambassador of any liability to the Association and is a forfeiture by such Member, Affiliate Organization, or Honorary Life Ambassador of all rights to and claims upon the Association.
 - (c) **SUSPENSIONS AND EXPULSIONS**
 - (i) Any Member, Affiliate Organization or Honorary Life Ambassador may be expelled or suspended by a Special Resolution of the Members present at a meeting of Members if the Member, Affiliate Organization, or Honorary

Life Ambassador is provided fifteen (15) days' notice of the meeting and is provided with reasons and the opportunity to be heard at the meeting.

- (ii) During the suspension, no Member or registrant of a suspended Member is eligible to compete in any curling competition held under the auspices of the Association.
- (iii) Notwithstanding (i) above, any Member or Affiliate Organization in default of payment of its annual membership or affiliation fee may be suspended immediately by the Board of Governors, by way of Ordinary Resolution.
- (d) **TERMINATION OF MEMBERSHIP OR AFFILIATION** - Membership in, or affiliation with, the Association is automatically terminated when:
 - (i) The Member or Affiliate Organization, in the case of a Member or Affiliate Organization that is a corporation, dissolves; or
 - (ii) The Association is liquidated or dissolved under the Act.
- (e) **FEES:** Each Member and Affiliate Organization shall pay an annual membership or affiliation fee, as the case may be, as determined from time to time by the Board of Governors.
- (f) **NONASSIGNMENT:** No Member or Affiliate Organization shall be permitted to assign its membership or affiliation or attendant privileges to any third party including any other Member or Affiliate Organization.
- (g) **GOOD STANDING:** Members, Affiliate Organizations, and Honorary Life Ambassadors, who cease to be in good standing, as defined in Section VII, will not be entitled to the benefits and privileges, including the right to vote at meetings of Members. A Member, Affiliate Organization, or Honorary Life Ambassadors may be restored to good standing upon meeting the definition of good standing as set out in this By-law, and in a manner to the satisfaction of the Board of Governors.

VII. GOOD STANDING:

1. A Member, Affiliate Organization, or Honorary Life Ambassador shall be deemed to be in good standing provided that the Member, Affiliate Organization, or Honorary Life Ambassador:
 - (a) Owes no outstanding membership/affiliation fees, other fees or debts to the Association;
 - (b) Has not ceased to be a Member, Affiliate Organization, or Honorary Life Ambassador (as applicable);

- (c) Has not been suspended or expelled from the Association;
- (d) Has complied with the By-laws, policies and rules of the Association;
- (e) Is not subject to a disciplinary action of the Association, or if subject to previous disciplinary action of the Association, has fulfilled all terms and conditions of such disciplinary action to the satisfaction of the Board of Governors.

VIII. **BOARD OF GOVERNORS**

1. **JURISDICTION** - Subject to the Act and the Articles, the Board of Governors shall manage, or supervise the management of, the activities and affairs of the Association.
2. **NUMBER AND TERM OF GOVERNORS** - The Board of Governors shall be elected by the Members and shall be comprised of no fewer than eight (8) and no more than twelve (12) individuals, provided that:
 - (a) The number of elected Governors will be fixed by Ordinary Resolution of the Members;
 - (b) The term of office for a full-term Governor shall be four (4) years, commencing at the conclusion of the Annual Meeting at which he/she is elected and ending at the conclusion of the Annual Meeting for the final year of his/her term, unless he/she resigns, or is removed from or vacates his/her office:
 - i) In the event of an adjournment in order to continue the Annual Meeting on a new date, an elected Governor will be known as a Governor-Elect and will immediately have full, participating status at Board of Governors meetings but will only become a voting Governor at the conclusion of the Annual Meeting at which he/she was elected;
 - ii) Governors may serve a maximum of ten (10) years on the Board. Terms need not be consecutive;
 - iii) A current or former Governor or former Director shall be permitted to stand for re-election provided his/her previous term(s) and the term for which he/she is seeking election do not exceed 10 years.
 - (c) In addition, Governors may be appointed by the Board to fill vacancies, or to provide a needed skill set, as permitted by these By-laws, and the Act, provided that:
 - i) An appointed Governor shall serve for a maximum term of one (1) year, ending at the time of the next Annual Meeting;
 - ii) An appointed Governor's term shall be included in the determination of total years served should the appointed Governor subsequently be elected to the Board of Governors;
 - iii) An appointed Governor may not serve as Chair

- iv) Except for appointments to fill interim vacancies, as permitted by these By-laws, and in accordance with the Act, the appointment of a Governor may only occur in a year when a minimum of three (3) Governors are elected.
- 3. **GENDER STANDARD FOR BOARD OF GOVERNORS** – In advancement of gender balance for women and men on the Board of Governors, while ensuring the prevailing criterion for election is eligibility, ability and professional performance, the Board shall be constituted in a manner such that no gender accounts for more than 60% or less than 40% of the total number of Governors.
- 4. **ELECTION OF GOVERNORS** – Subject to the transition schedule established in 2013-14 for the election of four (4) Governors in 2018-19, and subject to the Temporary By-law attached, elections will be held at the Annual Meeting as follows:
 - (a) In years when the 40% gender standard is not assured, a gender specific election will be held first to elect male or female candidate(s) sufficient to meet the standard;
 - (b) When the minimum 40% gender standard is assured, all candidates of either gender will be included on the same ballot in an election to fill the remaining vacancy(s):
 - (i) When more than one Governor position must be filled, the election will be for one Governor at a time with all nominated candidates eligible in each election;
 - (ii) As specified by the Act, a candidate receiving more than fifty percent (50%) of the votes will be declared elected as a Governor.
 - (c) In the event of a tie, or if the candidate with the most votes does not receive a majority of votes, on any ballot:
 - (i) If there are more than two (2) candidates for an available position, the candidate with the fewest votes will be dropped from the ballot and a new vote will be held;
 - (iii) If there are only two (2) candidates for the available position, a second vote will take place. If there is still a tie, additional rounds of voting will occur until a winner is declared.
 - (d) In an election with only one (1) qualified candidate, candidate will be declared elected as a Governor by Ordinary Resolution.
- 5. **QUALIFICATION OF GOVERNORS** - The following persons are disqualified from being a Governor of the Association:
 - (a) Anyone who is less than eighteen (18) years of age;

- (b) Anyone who has been declared incapable by a court in Canada or in another country;
 - (c) A person who is not an individual; and
 - (d) A person who has the status of bankrupt.
6. **VACATING OF OFFICE OF GOVERNOR** - The office of the Governor of the Association shall be vacated if he/she is no longer qualified under Section VIII (5) or if:
- (a) the Governor is convicted of any criminal offense;
 - (b) the Governor resigns his/her office;
 - (c) the Governor dies; or
 - (d) the Governor is removed per Section VIII (7).
7. **REMOVAL OF GOVERNOR** - The Members may by Ordinary Resolution at an Annual or Special Meeting remove any Governor before the expiration of his/her term of office and may, by Ordinary Resolution at that same meeting, elect any person in his/her stead for the remainder of his/her term. If the Governor is removed and holds a position as an Officer, the Governor will automatically and simultaneously be removed from his/her position as an Officer.
8. **SUSPENSION OF GOVERNOR** - Pending the outcome of a discipline hearing or meeting of removal, a Governor may be suspended by Special Resolution of the Board at a meeting of the Board, provided the Governor has been given notice of and the opportunity to be heard at such meeting.
9. **INTERIM VACANCY** - If a duly elected Governor vacates his/her seat, the Board of Governors may appoint a person to serve as Governor for the term from the date of appointment until the next Annual Meeting.

10. MEETING OF GOVERNORS

- (a) Meetings of the Board of Governors shall be held at a time and place to be determined by the Governor(s) having authority to call a meeting as indicated below.
- (b) A meeting of the Board of Governors may be called by:
 - (i) the Chair; or
 - (iii) two members of the Board of Governors.
- (c) Notice of a meeting of the Board of Governors shall be sent to each member of the Board of Governors at least ten (10) days in advance of the meeting. No notice of a meeting of the Governors is required if all Governors waive notice, or if those absent consent to the meeting being held in their absence.
- (d) At any meeting of the Board of Governors, a majority of the Governors holding office will constitute a quorum.
- (e) Meetings of the Board of Governors may be held in person or by any means that permits all participants to communicate adequately with each other during the meeting. A Governor so participating in a meeting is deemed to be present at that meeting.
- (f) Each Governor is entitled to one vote. Resolutions and motions will be passed by Ordinary Resolution.
- (g) There will be no absentee or proxy voting by Governors.

11. PAYMENT OF GOVERNORS OR OTHER PARTIES

- (a) The members of the Board of Governors or of any Standing Committee or of any Ad Hoc Committee shall not be paid any remuneration for their services to the Association.
- (b) The members of the Board of Governors or of any Standing Committee or of any Ad Hoc Committee shall be paid reasonable out of pocket expenses incurred in order to attend meetings or participate in approved Association business.
- (c) A Governor is liable to re-pay any amount of money paid to him/her by the Association, if such amount is determined to exceed reasonable out-of-pocket expenses or otherwise does not comply with the Act and these By-laws.

IX. OFFICERS OF THE ASSOCIATION

1. The Officers of the Association are the Chair and Chief Executive Officer.
2. The Chair shall be a member of the Board of Governors and shall be elected annually by the incoming Board of Governors at the first Board meeting after the conclusion of the Annual Meeting. A previous Chair may be re-elected to the position.
3. The term of office for the Chair commences upon election by the Board of Governors and ceases upon conclusion of the next Annual Meeting.
 - (a) In the event of a vacancy in the position of Chair for any reason contained in Section VIII (5) or VIII (6) the Board shall, by Ordinary Resolution, appoint a new Chair;
 - (b) Pending the election of a Chair, the Board may appoint an Acting Chair from among the Governors in accordance with the applicable policies approved by the Board.
 - (c) In the event the Chair is absent from a meeting, or otherwise unable to fulfill his/her duties temporarily, the Board shall appoint a Chair to act in his/her absence.
4. The office of Chief Executive Officer shall be responsible only to the Board of Governors, through the Chair.
5. In the absence of a written agreement to the contrary and by an Ordinary Resolution, the Board of Governors may remove at any time any Officer of the Association.
6. **CHAIR**
 - (a) The Chair shall preside at the Annual Meeting and any Special Meeting of the Association and at meetings of the Board of Governors, unless determined otherwise by the Chair who may appoint any individual to act as presiding officer at a Members Meeting;
 - (b) The Chair is responsible for the general supervision of the affairs of the Association;
 - (c) The Chair is an ex officio member of all committees; and
 - (d) The Chair shall appoint the chair of each standing committee, from among the members of the Board of Governors, unless otherwise specifically provided for in these same By-laws.
7. **CHIEF EXECUTIVE OFFICER**
 - (a) The Chief Executive Officer shall be responsible only to the Board of Governors, through the Chair.
 - (b) The Chief Executive Officer shall perform such duties and assume such responsibilities that shall be determined from time to time by the Board of

Governors including the hiring of all staff required for the efficient and effective operation of the Association.

- (c) The Chief Executive Officer shall not be entitled to vote at meetings of the Board of Governors or meetings of the Members.

8. **HONORARY PATRON(S) AND CHAPLAIN** - Honorary Patron(s) and Chaplain may be appointed by the Board of Governors.
9. **DUTIES OF OFFICERS** - All Officers shall perform such duties as are incidental to the respective offices and such other duties that are from time to time assigned to them by the Chair or by the Board of Governors. Officers also have a duty of care under the Act.
10. **CONFLICT OF INTEREST** - In accordance with the Act, a Governor, Officer, or member of a Committee who has an interest, or who may be perceived as having an interest, in a proposed contract or transaction with the Association will comply with the Act and the Association's policies on conflict of interest and will disclose fully and promptly the nature and extent of such interest to the Board or Committee, as the case may be.

Having declared a conflict, he/she will refrain from voting or speaking in debate on such contract or transaction, will refrain from influencing the decision on such contract or transaction, and will otherwise comply with the requirements of the Act regarding conflict of interest.

X. COMMITTEES

1. The Board of Governors may from time to time strike such committees as it deems appropriate and necessary for the promotion of the objects of the Association. Such committees shall include members of the Board of Governors and may also include Member representatives and other individuals with appropriate expertise.
2. The Association may have an audit committee in accordance with the Act. Such a committee shall review the financial statements before they are approved by the Board of Governors.
3. The Governors will establish the terms of reference and operating procedures for all Committees.
4. The Board of Governors may remove any member of any Committee.

XI. MEETINGS OF MEMBERS

1. **ANNUAL MEETING** - The Annual Meeting shall be held within fifteen (15) months of the last Annual Meeting but not later than six (6) months after the end of the Association's

preceding fiscal year at such time and place within Canada as the Board of Governors shall determine in order to receive the report of the Board of Governors, to appoint a public accountant and for the transaction of any other business that may properly be brought before the meeting or is required by the Act.

2. ELECTION OF GOVERNORS

- (a)** Full Term Governor - The voting Delegates at the Annual Meeting shall annually elect full term Governors, to serve for a period of four years, in accordance with the By-laws of the Association.

- (b)** Replacement Governor – In the event of a vacancy on the Board of Governors, the voting Delegates at the Annual Meeting shall elect a replacement Governor for the purpose of filling this vacancy for the balance of the term of the vacating member.

- (c)** Nominations – A candidate for the Board of Governors may be nominated to seek the position of full term Governor, replacement Governor or both. Documentation of candidate’s credentials, as deemed suitable by the Board of Governors shall be submitted to the Members no less than seven (7) days prior to the first day of the Annual Meeting. As permitted by the Act, nominations of candidates, including their documentation, will be accepted from the floor.

- (d)** Nominations may be submitted by a Nominating Committee, or Candidate Search Committee, or by any Member.

- (e)** Election Process – At the Annual Meeting, the election for full term Governors shall be conducted prior to the election for replacement Governor(s). A candidate nominated as a full term Governor, and who has been unsuccessful in being elected as a full term Governor, may seek election as a replacement Governor.

3. SPECIAL MEETINGS

- (a)** The Governors, upon Ordinary Resolution, may convene a Special Meeting and shall convene, subject to Section 167 of the Act, a Special Meeting upon the written request of the Members who hold five percent (5%) of votes that may be cast at a meeting of Members.

- (b)** Such Special Meeting shall be called within twenty-one (21) days of the request being received at the registered office of the Association.

4. RULES GOVERNING MEETINGS OF MEMBERS

- (a) Notice of an Annual or Special Meeting, giving full particulars of the time and place thereof and clearly setting forth the nature of any special business to be conducted thereat, shall be sent to each Member, to each Governor, and to all others entitled to receive Notice, in accordance with Section I (1) (l) of these Bylaws and in accordance with the Act.
- (b) A quorum for any Meeting shall require at least ten (10) Members with Delegates present, and who are entitled to vote. If a quorum is present at the opening of a meeting of the Members, the Members present may proceed with the business of the meeting, even if a quorum is not present throughout the meeting.
- (c) At meetings, "Roberts Rules of Order" shall govern, except where they are inconsistent with law or any By-law of the Association.
- (d) At meetings of Members, motions and notices of motion shall be in writing and shall be read from the Chair before discussion thereof.
- (e) At meetings of Members, any matter contained in the Notice of Meeting shall be decided by Ordinary Resolution of voting Members and Delegates present, unless otherwise required by the Act or any By-law of the Association.
- (f) At in-person meetings, voting shall be by a show of hands unless a Member demands a ballot prior to a vote. In a teleconference meeting, voting shall be orally unless a Member demands a roll call ballot or secret ballot prior to a vote.
- (g) Members may bring observers to meetings who may participate in discussion through their Delegate but they shall not be entitled to a vote.
- (h) The Chair, with the consent of voting Members and subject to such conditions as the voting Members may decide, may adjourn the Members meeting from time to time or from place *to* place.
- (i) Notice of such adjournment of a meeting of Members need not be given except when the meeting is adjourned for 30 days or more or is adjourned to a fixed time given with the notice calling the original meeting.
- (j) Any business may be brought before or dealt with at the adjourned meeting in accordance with the notice calling the original meeting.

- (k) A meeting of Members may be held by means of telephone, electronic or other communication facility that permits all participants to communicate adequately with each other during the meeting, if the Association makes available such a communication facility.
- (l) Any Member entitled to vote at a meeting of Members may participate in the meeting by means of telephone, electronic or other communication facility that permits all participants to communicate adequately with each other during the meeting, if the Association makes available such a communication facility. A person so participating in a meeting is deemed to be present at the meeting.

XII. AMENDMENTS OF BY-LAWS

1. Except for the items set out in the sections of the Act applicable to Fundamental Changes, the Board of Governors may amend all By-laws by Ordinary Resolution. Proposed amendments shall first be circulated to all members who shall have a fourteen (14) day period in which to request, by a minimum of three Members, that the proposed amendments be considered by a Special Meeting before being enacted by the Board of Governors. In the absence of a request for a meeting, such amendments are effective on the date amended by the Board of Governors, or as determined by the Board of Governors.

Accordingly, all By-law amendments have to be submitted to the Members at the next Members meeting and may be confirmed, further amended or repealed at that meeting by Ordinary Resolution, but such actions by the Members do not impair the validity of the By-law prior to the meeting of Members. Submission to the Members will follow the below provisions. Any amendment of the By-laws must not be contrary to law or the Articles.

2. Members may also enact or amend By-laws under the following provisions:
 - (a) Notice in writing of any proposed By-law or the repealing, amendment, or re-enactment of any By-law shall be given to the Chief Executive Officer, or his/her designate, at least sixty (60) days before the date of the meeting at which the proposed By-law or amendments are to be considered;
 - (b) The Chief Executive Officer, or his/her designate, shall submit to the Members, at least forty-five (45) days before the meeting, copies of all proposed By-laws or amendments of which he has received notice;
 - (c) Any amendment or repeal of the By-laws of the Association shall require an Ordinary Resolution at a Meeting of the Association, unless stated otherwise in the Act.

3. By-law changes do not require Ministry approval but must be sent to the Ministry of Consumer and Corporate Affairs of Canada appointed Director.
4. **FUNDAMENTAL CHANGES** - In accordance with the sections of the Act applicable to Fundamental Changes, a Special Resolution of all Members may be required in order to make the following fundamental changes to the By-laws or Articles of Incorporation. Fundamental Changes are defined as follows:
 - (a) Change the Corporation's name;
 - (b) Change the province in which the Corporation's registered office is situated;
 - (c) Add, change or remove any restriction on the activities that the Corporation may carry on;
 - (d) Create a new class or group of Members;
 - (e) Change a condition required for being a Member;
 - (f) Change the designation of any class or group of Members or add, change or remove any rights and conditions of any such class or group;
 - (g) Divide any class or group of Members into two or more classes or groups and fix the rights and conditions of each class or group;
 - (h) Add, change or remove a provision respecting the transfer of a membership;
 - (i) Subject to Section 133 of the Act, increase or decrease the number of **OR** the minimum or maximum number of Directors;
 - (j) Change the statement of the purpose of the Corporation;
 - (k) Change the statement concerning the distribution of property remaining on liquidation after the discharge of any liabilities of the Corporation;
 - (l) Change the manner of giving notice to Members entitled to vote at a meeting of Members;
 - (m) Change the method of voting by Members not in attendance at a meeting of Members; or
 - (n) Add, change or remove any other provision that is permitted by this Act to be set out in the Articles.

XIII. FINANCIAL YEAR

1. The financial year of the Association shall be for such period as the Board of Governors from time to time determine.

XIV. PUBLIC ACCOUNTANT

1. A public accountant shall be appointed by the voting Members by way of Ordinary Resolution for the ensuing year at each Annual Meeting. The public accountant shall audit sufficient records and transactions of the Association in order to permit the public accountant to report to the Members as required by the Act and the By-laws.
2. The Association shall send to the Members a copy of the annual financial statements and other documents referred to in subsection 172(1) (Annual Financial Statements) of

the Act. Instead of sending the documents, the Association may send a summary to each Member along with a notice informing the Member of the procedure for obtaining a copy of the documents themselves free of charge. The Association is not required to send the documents or a summary to a Member who, in writing, declines to receive such documents.

XV. CUSTODY OF DOCUMENTS AND EXECUTION OF DOCUMENTS

1. All shares and securities owned by the Association shall be lodged in the name of the Association with a chartered bank or trust company or in a safety deposit box or with such other depositories or in such other manner as may be determined from time to time by the Board of Governors.

2. **BOOKS AND RECORDS** – The necessary books and records of the Association required by these By-laws or by applicable law will be necessarily and properly kept.

3. **CHEQUES, DRAFTS AND OTHER BANK NOTES** - All cheques, drafts or orders for the payment of money and all notes and acceptances and bills of exchange shall be signed by such Officer or Officers or person or persons, whether or not Officers of the Association, and in such manner as the Board of Governors may from time to time designate.

4. **EXECUTION OF DOCUMENTS**

(a) Contracts, documents or any instruments in writing requiring the signature of the Association shall be signed by two (2) persons, namely, any one of the Governors plus the Chief Executive Officer and all contracts, documents and instruments in writing so signed are binding upon the Association without any further authorization or formality.

(b) In addition to the Officers mentioned in subsection 3 of this same By-law, the Board of Governors may from time to time, by Ordinary resolution, appoint an Officer or Officers on behalf of the Association to either sign contracts, documents and instruments in writing without limitation or to sign specific contracts, documents and instruments in writing.

(c) The Association shall prepare and maintain at its registered office reports containing:

- (i) The Articles and By-laws and amendments thereto; and a copy of any unanimous Members agreement(s);
- (ii) Minutes of Meetings of Members and any committee of Members;
- (iii) Resolutions of Members and any committee of Members;

- (iv) A debt obligation register containing the principal amount of each debt obligation, the names, addresses, email addresses (if consented to) of each debt obligation holder as well as the date the person or corporation became a debt obligation holder and the date the person or corporation ceased to be a holder;
- (v) A register of Governors containing the name of each Governor, current residential address of each Governor, the email address, if the Governor has consented, the date each Governor became a Governor and ceased to be a Governor;
- (vi) A register of Officers;
- (vii) A register of Members;
- (viii) Accounting records;
- (ix) Minutes of meetings of Governors and committees of Governors;
- (x) Resolutions of Governors and of committees of Governors.

(d) A Member's representative or a creditor of a corporation may, during the Association's usual business hours, examine and, upon payment of a reasonable fee, take extracts from the records referred to above from 4(c) (i) through (vi).

XVI. BUSINESS OF THE ASSOCIATION AND DISSOLUTION OF THE ASSOCIATION

1. The business of the Association shall be carried on without purpose of gain for its members and any profit or other accretion shall be used for promoting its objects.
2. In the event of the dissolution of the Association, all of its remaining assets, after payment of its liabilities, shall be distributed to one or more qualified donees, within the meaning of subsection 248 (1) of the Income Tax Act.

XVII: ADOPTION OF THESE BY-LAWS

1. **RATIFICATION** – These By-laws were ratified by the Members of the Association at a meeting of Members duly called and held on May 30, 2017.
2. **REPEAL OF PRIOR BY-LAWS** – In ratifying these By-laws, the Members of the Association repeal all prior By-laws of the Association provided that such repeal does not impair the validity of any action done pursuant to the repealed By-laws.

Temporary Bylaw – Amendment to Constitution – May 2017

1. This temporary bylaw will be in addition to the Curling Canada Bylaws until this temporary bylaw is deemed to be null and void or replaced by the voting Members in accordance with the Act.

Based upon the established transition schedule, which encompasses the election of Governors for the years 2015-16 through 2018-19, namely:

- Two Governors were elected in 2015-16
- Two Governors were elected in 2016-17
- Two Governors will be elected in 2017-18
- Four Governors will be elected in 2018-19, as follows:
 - a. Three Governors will be elected for four-year terms, and
 - b. One Governor will be elected for a two-year term

Until future change occurs:

- Two Governors will be elected in 2019
- Three Governors will be elected in 2020
- Two Governors will be elected in 2021
- Three Governors will be elected in 2022
- This election schedule will continue for 2023 and beyond.

