



CURLING CANADA

Board Policy Registry

April 1, 2018 Edition



A Guide to the Board Policy Registry (Updated June 15, 2011)

What is Policy Governance®?

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

It is a model of governance designed to empower boards of governors to fulfill their obligation of accountability for the organizations they govern. The model enables the board to focus on the larger issues, to delegate with clarity, to control management's job without meddling, to rigorously evaluate the accomplishment of the organization; to truly lead its organization. Governance is seen as an ownership theory rather than a management theory which asks the Board to rethink what it does and how it does it.

Policy Governance® and Curling Canada

At the 2007 NCC, the membership approved the recommendations of the Joint Working Committee on Governance and Organization Review that the Board fully implement all elements of Policy Governance®.

Policy Governance is a radical and effective change in the way boards conceive of and do their job. It allows for greater accountability. It separates issues of organizational purpose (ENDS) from all other organizational issues (MEANS), placing primary importance on those Ends.

Policy Governance begins with a clear definition of governance as "Seeing to it that the organization achieves what it should and avoids unacceptable situations." From this definition, board governance is at an arm's length from operations. In Policy Governance, the Curling Canada Board has three responsibilities:

1. Linking the Curling Canada organization with its owners.
2. Developing four types of policies that reflect the Curling Canada organization's values.
3. Ensuring that the CEO (and through the CEO, all staff) comply with Board policies and achieve Board's defined Ends.

How does Curling Canada Link with its Owners (MAs – Member Associations)

The Member associations can act as owners or customers depending on the issue/concern.

- Members act as Owners; when an issue:
 - a. is in the interest of ALL MAs;
 - b. is long term;
 - c. is related to Ends / values;
- More frequently Members act as Customers; when an issue:

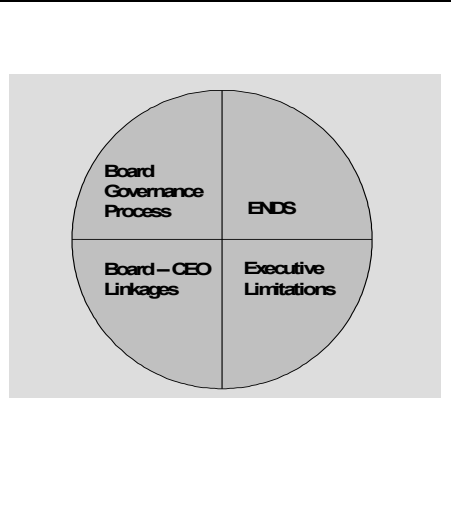


- a. is in the interest of individual MA;
 - b. is shorter term;
 - c. is related to means (operational items)
- The role played by the Member is determined by:
 - Individual Interests (Customers)
 - Collective Interests (Owners)

Each Board Member assumes the responsibility of MA Liaison. This is an important function where linkages can be strongly enhanced.

Policy Categories

The following are the 4 categories of policies which Curling Canada has developed and follow:

	<ol style="list-style-type: none">1. Ends Policies– the benefits the organization is to produce, for which people, at what cost or worth. Ends are developed based on the Board's knowledge of and interaction with the owners - those to whom the Board is morally accountable.2. Executive Limitations Policies – (ELs) the boundaries of prudence and ethics within which the Board allows staff to make further decisions about means, the way things are done.3. Board-CEO Linkage (BCLs) – the manner in which the Board delegates authority to staff through the CEO and holds the CEO accountable.4. Board Governance Process Policies (BGs) – the manner in which the Board itself operates, including its philosophy, accountability, discipline, and its own job.
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Ensuring Compliance with the Policies

With these policies in place, the Board can delegate the achievement of the Ends to the CEO, be assured that they are in fact being achieved, and the manner in which this occurs does not exceed the Board's boundaries of prudence and ethics. No board relationship is more important for success than the one it has with its CEO. The Board must be able to delegate to the CEO with confidence. This assurance is based, not on trust, but on a carefully structured monitoring process. The Board monitors performance of the CEO based on pre-stated criteria set out in policy. Policy Governance requires regular and rigorous monitoring of all Board's policies to ensure compliance.

What is the Board Policy Registry?

The Board Policy Registry is a record of all policies that have been developed and approved by the Curling Canada Board of Governors. The Policies exist to ensure all organizational issues are covered. The Board Policy Registry can be found on the Curling Canada website and is updated as policies are created and amended.

The Registry is divided into five sections:



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

How often is the Registry updated?

While the Board reviews its policies regularly, the Board may choose to amend its policies at any Board meeting. The Board Policy Registry is updated as policies are amended. The up-to-date version of the Policy Registry is located on the Curling Canada website under Governance information. The Board Policy Registry is a public document and is available for download at any time.

The Ten Principles of Policy Governance ® Applied to Curling Canada

In fulfilling their responsibilities, the Curling Canada Board follows the ten principles of Policy Governance[®] which are explained in the following pages. You can find additional information about Policy Governance[®] and its implementation by Curling Canada in the Governance section of the Curling Canada website, or by looking for books by John Carver, who developed Policy Governance[®].

1. Ownership: Holding the Organization in Trust for the “Owners”

Principle: The Board exists to hold the organization in trust on behalf of an identifiable “ownership”. The board connects its authority and accountability to those who morally own the organization— seeing its task as servant-leader to and for that group. The “Owners,” of Curling Canada are the Member Associations and the Board’s primary relationship is with the “owners” rather than the staff.

How this applies to Curling Canada: The By-laws specify the source of the Board’s authority. The owners of Curling Canada are the Member Associations which elect the Board to serve on their behalf. More specifically, the owners are the Boards of the Member Associations who govern on behalf of individual clubs and curlers. The Curling Canada Board holds Curling Canada in trust on behalf of the Member Associations; the Board’s primary relationship is with the MA’s. This is expressed in the various Board Governance policies, such as BG-8: Consultation with Owners and BG-9: Linkages with Owners.

2. Board Holism: Speaking with One Voice

Principle: The Board’s policies are the Board’s voice. The Board’s decisions must be recorded in policy and upheld by all members of the Board. No Governor has the authority to speak for the Board unless specifically authorized to do so by the whole board. The Board speaks to the CEO with one voice through written Ends and Executive Limitations.

How this applies to Curling Canada: Curling Canada Board decisions are the policies which are published in the registry. Board Governance process policies establish how the Board will deliberate with many voices but govern with a single voice, including BG-12 which defines how Board Committees support Board decisions. The Board speaks to the Curling Canada’s CEO



through the written Ends and Executive Limitations. The Board instructs itself through Board Governance Process and Board-CEO Linkage policies.

3. ***Making Board Decisions through Policy***

Principle: Board decisions are predominantly policy decisions. The Board creates policy in four categories: Ends, Executive Limitations, Board Governance Process and Board-CEO Linkage.

How this applies to Curling Canada: Board agendas identify the policy category and/or specific policy reference for each agenda item; decision making is primarily an amendment or addition to existing policy.

4. ***Formulating Policy by defining Values from Broadest to More Narrow***

Principle: The board's decisions in Ends, Governance Process, Board-Management Delegation, and Executive Limitations are made beginning at the broadest, most inclusive level and, if necessary, continuing into more detailed levels that narrow the interpretative range of higher levels, one articulated level at a time. When the Board reaches a sufficient level of policy detail, it delegates all further definition to the CEO and accepts any reasonable interpretation of its policies.

How this applies to Curling Canada: The numbering system of Curling Canada Board policies reflects the increasing levels of policy detail. The numbered statements reflect the largest value statement. In some policies, there are only main value statements; more frequently there are “nested” statements that express more specific levels of value. When the Board has said everything it wants to say in a policy, it delegates to the CEO all further definition of Ends and Executive Limitations and, to the Chair, Board Governance Process and Board-CEO Linkages. The Board can add or reduce detail to any policy.

5. ***Defining and Delegating Rather than Reacting and Ratifying***

Principle: If a Board truly wants to govern, then it must not be led by staff or its own committees. The Board must work continuously to define the results the organization wants to produce (Ends) and to define acceptable boundaries (Executive Limitations policies) within which it can delegate the achievement of those results to the CEO. A truly governing board is not simply reacting to, or ratifying staff or committee decisions or making event specific decisions.

How this applies to Curling Canada: The Board established clear policies to ensure Board Committees and various other Board-appointed roles are carried out under Board leadership as a whole.

6. ***Defining ENDS as a Key Board Role***

Principle: The key role of the Board is determining Ends – what benefits the organization is to produce, who the benefits are for, and how much they are worth.

How this applies to Curling Canada: The Board has developed its Ends policies to reflect the values of the ownership group. These were worked on with consultation with Member Associations.



7. *Controlling Staff Means by Limiting*

Principle: The Board controls staff means by limiting rather than trying to develop a complete “to do” list for the CEO and other staff members. The resulting Executive Limitations policies act as a “fence” within which staff may exercise their freedom and creativity. This fence is created using negative language or what is not acceptable vs listing everything which is acceptable.

How this applies to Curling Canada: The Curling Canada Board controls staff means through Executive Limitations policies. The Curling Canada Board states the policies in the negative; for example by using the phrase, “shall not” or “must not fail to”. By clearly specifying means that are not acceptable, the Curling Canada Board provides the CEO with the freedom to find the most appropriate means.

8. *Designing Board Products and Process*

Principle: The Board’s governance function is distinct from the staff’s management function, the Board must determine its own definition of governance and then decide how it will actually govern. The Board explicitly states what it expects of itself – what value it will add to the organization, what structures it will use and what code of conduct it will follow. In addition, the Board states how it will control its agenda, link to owners, and evaluate itself.

How this applies to Curling Canada: The Curling Canada Board has developed a detailed set of Board Governance policies that describe how it will govern and how it expects to conduct its business. There are general principles for Board Committees and specific terms of reference for every Board Committee. The Board’s process for appointing representatives and Board Liaisons is set out in precise details as well the Board has a code of conduct for its governors to follow. Perhaps most importantly, the Board has deliberated at length on two key Board Governance policies, Linkages with Owners and Consultation with Owners, which make transparent what the Curling Canada Board expects of itself in its primary relationship.

9. *Linking with Management*

Principle: The relationship of the Board and the CEO is absolutely essential in an organization. Policy Governance provides a framework for this relationship that sets the stage for effective governance and management. The keys to this are the formal separation between the role of the Board and the role of the CEO, and the link between their contributions. Role clarity means the Board clearly knows its own role and the staff’s role and that staff has a similar understanding. The Curling Canada Board links to the operations side of the organization through the CEO.

How this applies to Curling Canada: The Curling Canada Board links to operations (staff and volunteers) through the CEO. The Board-CEO Linkage policies state how the Board will delegate to the CEO and how the Board will monitor the CEO’s performance. Within this framework, both the Board and the CEO demonstrate leadership but they do so in different aspects of Curling Canada.



10. Monitoring Performance Based on Pre-Stated Criteria

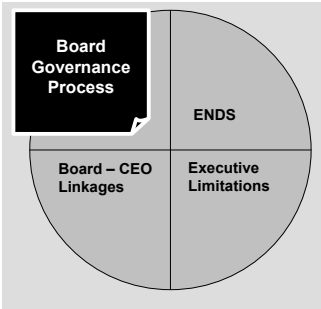
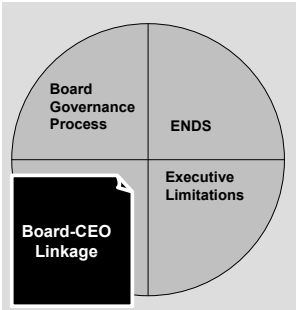
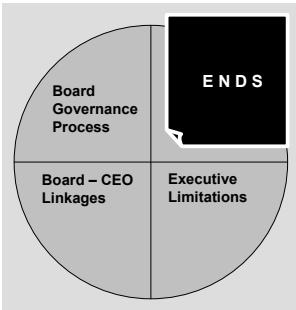
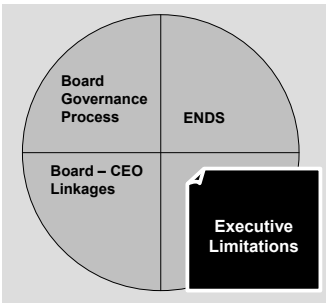
Principle: The Board monitors the performance of the CEO, but only against criteria set out in Policy. The board monitors organizational performance through fair but systematic assessment of whether a reasonable interpretation of its Ends policies is being achieved and a reasonable interpretation of its Executive Limitations policies is being avoided. This constitutes the CEO's evaluation.

How this applies to Curling Canada: The Curling Canada Board has established how it will monitor the performance of the CEO using the criteria set out in Executive Limitations, and ultimately set out in Ends policies. The Board has also established the terms of reference for the CEO Performance and Compensation Committee.



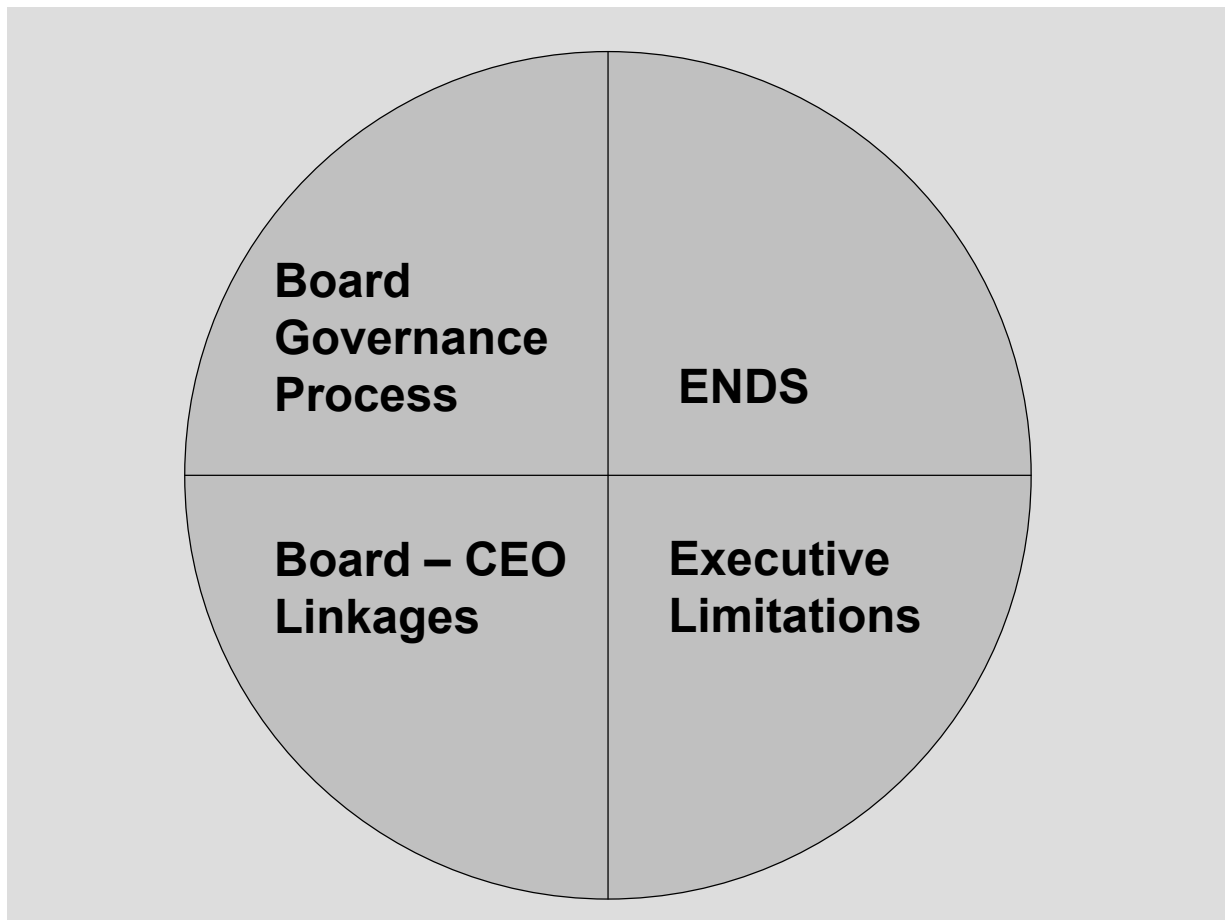
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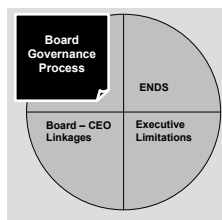


Board Policies

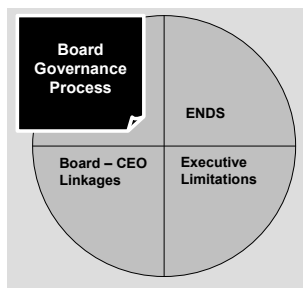




Instructions to the Board	Instructions to the CEO
Board Governance Process	Ends
BG-Global BG-1: Governing Style BG-2: Board Job Description BG-3: Board Planning Cycle and Agenda Control BG-4: Chair's Role BG-5: Vice-Chair's Role BG-6: Board of Governors (BoG) Code of Conduct BG-6: A BoG Code of Conduct – Process BG-6: B BoG Code of Conduct – Appeal Policy BG-6: C BoG Code of Conduct – Appeals Appendix BG-7: Conflict of Interest BG-8: Consultation with Owners BG-9: Linkages with Owners BG-10: Representation and Appointments BG-11: Cost of Governance BG-12: Board Committee Principles BG-13: Finance and Audit Committee BG-14: Governance Committee BG-15: CEO Performance and Compensation Committee BG-16: Awards and Hall of Fame Committee BG-17: Appointments Suggestion Committee BG-18: Executive Sessions BG-18 A: Executive Sessions-Retention of Notes-Process BG-19: Board Gifting Policy and Procedures BG-20: Board Recognition Policy BG-21: Charitable Partner BG-Appendix 1: Governor's Profile BG-Appendix 2: Annual Meeting Agenda Plan BG-Appendix 3: Meeting Agenda Template BG-Appendix 4: Board Self-Evaluation Plan BG-Appendix 5: Ad-Hoc Committees Terms of Reference BG-Appendix 6: SSF Recruitment Guidelines BG-Appendix 7: Curling Canada Governors Conflict of Interest	Global Ends Statement END-1: Members END-2: Curling Enthusiasts END-3: Curling Canada Championships, Competitions and Events END-4: Host Communities END-5: International/High Performance
Board-CEO Linkages	Executive Limitations
BCL-Global BCL-1: Delegation to the CEO BCL-2: Accountability of the CEO BCL-3: CEO Job Description BCL-4: Monitoring of CEO Performance BCL-5: CEO Annual Performance Appraisal	EL-Global EL-1: Financial Planning, Conditions and Activities EL-1: Appendix 1 – CAP Guiding Principles EL-2: Business Planning EL-3: Asset Protection EL-4: Treatment of Staff and Volunteers EL-5: Compensation and Benefits EL-6: Treatment of Customers and Stakeholders EL-7: Communication and Support to the Board EL-8: Emergency CEO Succession EL-9: Public Image EL-10: Partnerships/Alliances EL-11: Championships, Competitions and Events EL-12: Disputes, Grievances and Appeals



Policy Number	Policy Name	Approved/Revised dd/mm/yy	Page
BG-Global	General Board Governance Process	18/08/07	12
BG-1	Governing Style	15/01/09	13
BG-2	Board Job Description	08/03/13	15
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BOARD OF GOVERNORS POLICY

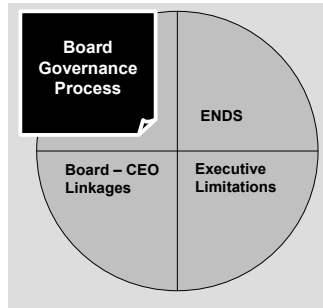
POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG-GLOBAL: GENERAL BOARD GOVERNANCE PROCESS

Date of Board Approval: August 18, 2007

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



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- 1: GOVERNING STYLE

Date of Board Approval: October 27, 2007

Latest Revision: #1 January 15, 2009

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

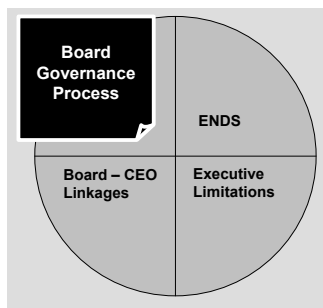
- Strategic visionary leadership
- Outward looking
- Clear distinction of Board and CEO roles
- Encouragement of diversity of viewpoints
- Collective decision-making
- Being proactive
- Focus on the future while learning from the past
- Team-work

Accordingly, the Board shall:

1. Deliberate in many voices and govern in one.
2. Be accountable to the membership for competent, conscientious and effective governance, allowing no Governor or Committee of the Board to hinder or be an excuse for not fulfilling this commitment.
3. Impose upon itself the discipline needed to govern with excellence. (Reference BG-6: Code of Conduct, BG-7: Conflict of Interest, BG-10: Representation and Appointments and BG-11: Cost of Governance)
4. Direct and inspire Curling Canada through the thoughtful establishment of broad written policies reflecting the Board's values and perspectives about the Ends to be achieved and means to be avoided. The Board shall focus on strategic outcomes, not on the operational means of attaining those Ends.
5. Cultivate a sense of group responsibility. The Board shall be responsible to leverage the expertise of Governors to enhance the knowledge and ability of the Board as a whole.
6. Educate itself regarding changing values and conditions in the external environment and the broader Canadian and international sport communities; and establish policy that helps Curling Canada adapt to these changes.



7. Educate itself regarding the values held by the curling community and act under the influence of those values. The Board will be responsible to ensure that it understands the diversity of values that are held by disparate Member Associations.
8. Provide an orientation to new Governors about the Board's governance process. (Reference: BG-3: Board Planning Cycle and Agenda Control)
9. Provide opportunities for periodic Board discussion of process improvement. (Reference: BG-11: Cost of Governance)
10. Monitor and discuss the Board's process and performance at each meeting. The self-monitoring will compare Board activity and discipline to policies in the "Governance Process" and "Board-CEO Relationship" categories. (Reference BG-11: Cost of Governance)
11. Review all governance policies as necessary but not less frequently than according to the schedule in BG-3: Board Planning Cycle and Agenda Control.
12. Fulfil any responsibilities required by law.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- 2: BOARD JOB DESCRIPTION

Date of Board Approval: October 27, 2007

Latest Revision: #1 March 8, 2013

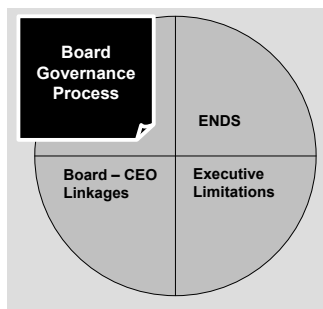
The job of the Board is to serve as stewards for the Member Associations and work collaboratively in determining and evaluating organizational performance. The Board shall make contributions to Curling Canada which are consistent with its trusteeship role and necessary for proper governance.

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

1. Written governing policies which at the broadest levels address:
 - a. Governance Process: These policies describe how the Board conceives, carries out and monitors its own task.
 - b. Board-CEO Relationship: These policies describe how authority is delegated, and its proper use monitored; and outlines the authority and accountability of the CEO.
 - c. Executive Limitations: These policies place constraints on executive authority which establish the boundaries of prudence and ethics within which all executive activity and decisions must take place.
 - d. Ends: These policies describe the benefits to be produced, the people to be served and the cost of meeting these goals.
2. Clearly defined linkages with the Member Associations, the larger curling community, the Canadian sport community and external agencies. (Reference: BG-9: Linkages with Owners)
3. Ensuring of a disciplinary process in the case of improper conduct at a competition, as determined through the Curling Canada Dispute Settlement Mechanism.
 - a. This responsibility continues only until the Curling Canada Dispute Resolution Mechanism is revised to be consistent with policy governance.
4. Monitoring and evaluation of the CEO's performance. (Reference: BCL-4: Monitoring of CEO Performance and BCL-5: CEO Annual Performance Appraisal Process)
5. A plan and strategy for External Representation. (Reference: BG-10: Representation and Appointments.)
6. Identifying areas of political advocacy with governments and other external agencies.



7. Utilizing current and accepted procedures to properly deal with constructive solutions in a team setting, to challenges and obstacles as may be presented to the Board.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- 3: BOARD PLANNING CYCLE AND AGENDA CONTROL

Date of Board Approval: October 27, 2007

Latest Revision: #3 February 1, 2014

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

- Includes an annual exploration of Ends Policies
 - Continually improves its performance through Board education, consideration of input and earnest deliberation, while practising effective dialogue.
- 1) The Board shall maintain control of its own agenda by developing or causing to be developed no later than the last day of June each year, an annual schedule which includes but is not limited to:

Annually

- a) An annual review of the Ends Policies which allows the CEO to develop the following year's business plan and budget.
- b) Consultations with Member Associations and others to gain owners' input prior to the review of Ends.
- c) An annual review of the Board Governance Process, Board-CEO Linkages and Executive Limitations policies as outlined in Appendix 4.
- d) Confirmation of compliance of the annual business plan and budget with EL-1: Financial Conditions and Activities and EL-2: Business and Financial Planning
- e) Appointment of Governors to representation roles. (References: BG-10: Representation and Appointments; BG-17: Appointments Suggestion Committee)
- f) An annual plan for ownership linkages activities. (Reference: BG-9: Linkages with Owners.
- g) Presentations by staff for the Board's education related to Ends determination (e.g., presentations relating to external environment, demographic information, exploration of future perspectives, national and international sport, etc.).
- h) Governance education for the Board's development
- i) An annual review of CEO remuneration and CEO performance as outlined in BCL-5: CEO Annual Performance Appraisal.



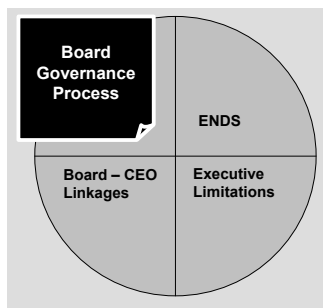
- j) An annual self-assessment of the Board's performance at the pre-NCC Board meeting.

Meetings

- k) Schedule time at the beginning of each meeting to declare a conflict of interest with agenda items and to review the Board's action list.
 - l) Schedule time at the end of each face-to-face meeting for self-evaluation of Board performance.
 - m) Schedule time at each meeting for CEO monitoring reports according to the schedule in BCL-4: Monitoring of CEO Performance.
 - i) Monitoring reports will be provided 7 days prior to the first day of the Board meeting and read in advance.
 - ii) Discussion will occur only if reports show deviation or non-compliance of policy; if reports provide insufficient information for the Board to make a determination regarding compliance; or if policy criteria are to be debated. (Reference: BCL-4: Monitoring of CEO Performance)
 - n) The Board of Governors shall monitor for adherence BG-1: Governing Style, BG – 6: Board of Governors Code of Conduct, BG– 7: Conflict of Interest annually at the pre-NCC Board meeting. The Board shall also monitor for adherence BG – 8: Consultation with Owners, BG– 9: Linkages with Owners BG–10: Representation and Appointments, and BG – 12: Board Committee Principles at the post-NCC Board meeting and appoint Governors to specifically designated roles to be filled by Governors as identified in the policy.
 - o) Schedule time at each meeting the self-evaluation reports on the Board's compliance with Board Governance Process and Board-CEO Linkages. (BG: Appendix 4)
 - p) Schedule time at each meeting for an Executive Session.
- 2) Based on the outline of the annual schedule, the Board delegates to the Chair the authority to fill in the details of the meeting content. The agenda is open, subject to Governors' input. The detailed agenda will be prepared jointly by the Chair, Vice-Chair and the CEO. Potential agenda items shall be carefully screened to ensure that they relate to the Board's job description, rather than simply reviewing staff activities. Screening shall include:
- a) Clarification as to whether the issue clearly belongs to the Board or the CEO.
 - b) Identification of what category an issue relates to: Ends, Executive Limitations, Governance Process, Board – CEO Linkages, and the time allocated to each item.
 - c) Review of what the Board has already said in this category, and how the current issue is related. Has the Board already dealt with the issue? If so, in what way? Is the issue one level below current Board policy, or several levels lower? What is the broadest way to address the issue so that it is still 'under' the Board policy that already exists?
- 3) Throughout the year, the Board shall attend to Consent Agenda items as expeditiously as possible. The Consent Agenda is used for items which the Board has clearly delegated to the



CEO in its policy, but which a *third party authority* stipulates must be “formally approved” by the Board. The CEO shall provide evidence to certify that the Board’s previously stated criteria have been met. The Board shall then adopt the Consent Agenda in one motion, with no discussion. An item can be removed from the Consent Agenda to the regular agenda to allow discussion only by majority vote of the Board.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- 4: CHAIR'S ROLE

Date of Board Approval: October 27, 2007

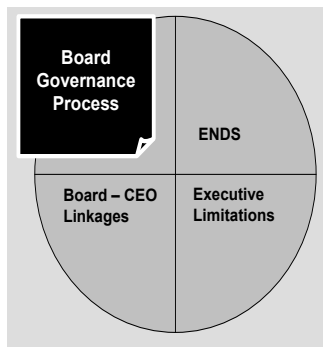
Latest Revision: #1 January 15, 2009

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

1. The Chair's role is to ensure the Board behaves consistent with its own rules and those legitimately imposed upon it from outside Curling Canada.
 - a. Meeting discussion content shall only be those issues which, according to Board policy, clearly belong to the Board to decide, not the CEO.
 - b. Deliberation shall be fair, open and thorough, but also efficient, timely, orderly and kept to the point.
2. The Chair shall support the Board in accomplishing its work by facilitating effective working relationships among Governors and creating a productive meeting environment.
3. The Chair shall chair the:
 - a. CEO Performance & Compensation Committee. (Reference: BG-15: CEO Performance & Compensation Committee)
 - b. Appointments Suggestion Committee (Reference: BG-17 Appointments Suggestion Committee)
4. The Chair shall be an International Representative at the WCF General Assemblies. (Reference: BG-10 Representation and Appointments)
5. The authority of the Chair rests in making decisions that fall within Board policies on Governance Process and Board-CEO Relationship, except where the Board specifically delegates portions of this authority to another individual or Committee(s). The Chair is authorized to use any reasonable interpretation of the provisions of these policies.
 - a. The Chair is empowered to chair Board meetings with all the commonly accepted responsibility of that position. (e.g., ruling, recognizing)
 - b. The Chair has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas.



- c. The Chair may represent the Board and Curling Canada to outside parties in announcing Board-stated positions and in stating Chair's decisions and interpretations within the area delegated to him or her.
 - d. The Chair may delegate this authority but remains accountable for its use.
 - e. The Chair, in consultation with the CEO, is responsible for the presentation of the meeting-by-meeting agendas which will be based on the Agenda Planning Cycle created by the Board and may include other items identified by the Board.
6. The Chair shall be responsible to communicate the annual plan for Presidents' Calls and Board Liaison to Member Associations. (Reference: BG-9 Linkages with Owners)
 7. The Chair shall maintain ongoing communication with the CEO between Board meetings, in a manner and schedule determined jointly, in order to stay informed of issues and activities and identify matters for future Board consideration. The Chair has no authority to supervise the CEO.
 8. The Chair shall decide with the CEO, the means of ensuring the Board is apprised of matters of importance as they arise between Board meetings.
 9. The Chair shall validate Board meeting minutes by signing the original copy which is held in the Curling Canada national office.



BOARD OF GOVERNORS POLICY

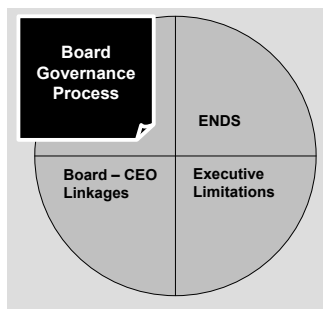
POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- 5: VICE-CHAIR'S ROLE

Date of Board Approval: October 27, 2007

1. The Vice-Chair shall act in the absence of the Chair, acting with all authority of the Chair when filling the role.
2. The Vice-Chair shall be a member of Governance Committee. (Reference: BG-14 Governance Committee)
3. The Vice-Chair shall take the lead in oversight of the Governors Code of Conduct. (Reference: BG-6 Board of Governors' Code of Conduct)



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- 6: BOARD OF GOVERNORS' CODE OF CONDUCT

Date of Board Approval: October 27, 2007

Latest Revision: #11 December 20, 2015

The Board is responsible to act in accordance with the policies it sets. This policy is a guide for Governors and it sets expectations regarding their conduct as individuals. Governors will be expected to indicate, in writing, their agreement to abide by this code of conduct. All Governors will annually sign a copy of the Code of Conduct on the date as determined by the Vice Chair.

1. By signing the Code of Conduct, Governors agree to abide by BG-6 Code of Conduct. Reference BG-6A: Board of Governors Code of Conduct Process.
2. Governors will act in the interests of the Member Associations as the owners. This accountability supersedes any conflicting loyalty to advocacy or interest groups and membership on other Boards or staffs. It also supersedes the personal interest of any Governor acting as an end-user of Curling Canada services.
3. Governors will disclose their involvement with other organizations, vendors, or any other associations that might produce a conflict when they sign the Code of Conduct and at any time during the year when their involvement changes as per BG-7 Conflict of Interest and BG Appendix 7 Curling Canada Governors Conflict of Interest.
4. Governors will act with decorum and will be respectful of other Governors, staff, volunteers, stakeholders and the Boards and staff of Member Associations.
5. Governors, when representing Curling Canada, will dress in the appropriate Board clothing as provided. Reference Board of Governors Operating Manual Standards and Guidelines – Appendix IX.
6. Governors will respect the confidentiality of Board discussion and Board materials. They shall not disclose at any time confidential information obtained through their position with Curling Canada to any persons not entitled or required to know.
7. Governors will ensure that activities that are unethical, or that have the potential to negatively impact Curling Canada's public image, which are not covered by the foregoing, are neither engaged in nor condoned.

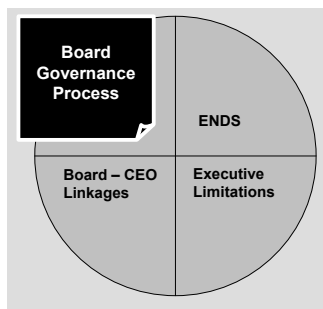


8. Governors will not attempt to exercise individual authority over Curling Canada except as authorized through Board policies.
 - a. Governors will recognize authority over the CEO is only through the Board as a whole and, further, the Board has no authority over Curling Canada staff except through the CEO. (Reference: BCL-2: Accountability of the CEO)
9. Governors acknowledge and appreciate that all Governors are volunteers, and as such, time is at a premium.
 - a. Governors accept their mutual responsibility to ensure that all agenda items result in a decision or are placed on a schedule for follow-up action.
10. Governors recognize the importance of being able to participate in Board meetings.
 - a. Governors will make every effort to attend Board meetings.
 - b. The Board will endeavour to schedule social activities and team building exercises that enable them to bond and function effectively as a team.
11. Governors will make every effort to submit to the Curling Canada office within 30 days, claims for expenses incurred in the execution of their assigned duties.
12. Governors' interaction with the public, media, or other outside groups and organizations must recognize the same limitation and inability of any Governor to speak for the Board.
13. Governors are encouraged to continue to be operational volunteers, as well as governance volunteers. As operational volunteers, they are then individually accountable through the normal management channels to the CEO. They are not representing the Board at the operational level.
14. Governors will refer inquiries regarding operations from operational volunteers or staff, athletes, coaches, event organizers, or the general public to the CEO. The Governor will also advise the CEO and the Chair that the referrals have been made. Reference: BCL-2: Accountability of the CEO.
15. In the event that a Governor is alleged to have violated the Code of Conduct the following course of action will be followed. The Vice-Chair shall receive complaints verbally or in writing of a Governor's Alleged breach of the Code of Conduct:
 - a. If the Vice-Chair is the complaining party alleging a violation of another Governor, the Chair will receive complaints verbally or in writing of the Governor's alleged breach of the Code of Conduct.
 - b. In the event that the Vice-Chair is alleged to have violated the Code of Conduct, the Chair will receive complaints verbally or in writing.
16. The Chair of the proceedings will ensure actions taken by the Board in response to complaints are deposited with the Curling Canada national office for future reference.



The Board will not entertain frivolous complaints intended to discredit or malign an individual. If a Governor or Past Governor is found to be behaving in this manner, the Board will have the option to apply a sanction against that Past Governor or Governor as per BG 6 – 18.

17. In the event that an appeal is requested of the Board with regard to a Board of Governor's Code of Conduct decision, the appeals process as outlined in BG 6 B: Board of Governors' Code of Conduct – Appeal Policy will be followed
18. Governors who are found to have violated the Code of Conduct may be subject to:
 - a. Verbal reprimand.
 - b. Written reprimand.
 - c. Removal from Board-appointed representative roles or Committees.
 - d. Reference by name in the minutes of the meeting discussing the non-compliance.
 - e. Requirement to take action to redress the non-compliance, e.g., issue of a letter of apology or public statement.
 - f. Issue of notice to Member Associations of the non-compliance by the Governor and the subsequent Board decision.
 - g. Motion by the Board of Governors to a Special General Meeting for removal of the Governor.
 - h. Removal of recognition benefits as per BG-20 Board Recognition Policy.
19. The Code of Conduct process is outlined in BG-6 A: Board of Governor's Code of Conduct – Process.
20. The annual review of this Board Policy will be examined by the Vice Chair.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

**BG- 6 A BOARD OF GOVERNORS' CODE OF CONDUCT:
PROCESS**

Date of Board Approval: December 20, 2015

In accordance with BG-6: Board of Governors Code of Conduct, the Governance Process outlines the implementation process for policies and should be used as a reference guide when dealing with those matters. They are directly referable to a Board of Governance Policy.

BG-6 (1) Signed Codes of Conduct will be kept on file at the Curling Canada national office.

BG-6 (4) A Governor who is the Board's appointed representative or while attending any Curling Canada championship or event, or international competition, he/she will avoid the consumption of any debilitating substance to a level which would cause impairment in the Governor's ability to speak, walk or drive or cause him/her to perform in a disruptive manner.

BG-6 (9) Curling Canada follows Roberts Rules of Order, Governors agree to manage time effectively and agree to come prepared in advance for meetings. Governors will respect each other's contribution to the discussion and encourage each other to present their views.

- i. Governors will have an opportunity to speak in turn in the discussion of any topic.
- ii. Governors who wish to speak during discussion will wait to do so until recognized by the Chair.
- iii. Governors will listen respectfully and refrain from side conversations.
- iv. Governors accept their mutual responsibility to ensure that all agenda items result in a decision or are placed on a schedule for follow up action.

BG-6(10) If a Governor has an unavoidable conflict not known at the time a Board meeting is scheduled, they shall communicate the reason for their absence to the Chair, verbally or in writing prior to the meeting.

Governors accept the responsibility to create an environment where concerns can be expressed without fear of criticism.

Governors will take part in Board organized educational activities which will assist them in carrying out their responsibilities.



Governors accept that the decision-making process may involve conflict. The Board will accept that, after a fair opportunity for expression of views, all Governors agree to support the majority decision of the group.

BG-6(11) Should there be any question as to the validity of the Governor's expense claim; the claim will be verified by the Curling Canada Chair. All Board extraordinary travel (i.e. unscheduled or unbudgeted) will be approved by the Chair of the Board in advance, if possible.

BG-6(15) When a code of conduct breach is filed against a Governor, the Vice Chair will:

- a. Ask if the complainant has raised the issue with the Governor. If not, recommend they discuss the breach. If the complainant doesn't feel comfortable with that, the Vice Chair will arrange a meeting to discuss the breach with Governor whom the complaint has been filed against. If resolution is reached, the code of conduct is resolved.

If no resolution is reached:

- b. The Vice Chair brings the complaint before the Board of Governors. The following process will be followed:
 - i. The complaint will be filed in writing and will clearly reference the policy violated. The document will be submitted to the Vice Chair; if the complaint is about the Vice Chair, this will be submitted to the Chair. However, if the complaint is about the Chair, then it will be submitted to the Vice Chair.
 - ii. The Chair will add the Executive Session to an upcoming Board Meeting, no later than 60 days from receipt of the complaint.
 - iii. The respondent will be notified within 24 hours of the complaint being filed. In addition, the respondent will be requested to provide a written response within 7 days of notification.
 - iv. Both the complaint and written response will be submitted to the Board prior to the meeting.
 - v. Governors will have the opportunity to send questions to the Vice Chair to clarify questions.
 - vi. The Vice Chair (or Chair) will ask for the responses to the questions to be made in writing.



Responses and complaints will be deliberated at an Executive Session of an upcoming Board meeting; neither party will be eligible to participate in the debate.

Decisions of the Board will be provided in writing within 48 hours of the conclusion of the Board meeting.

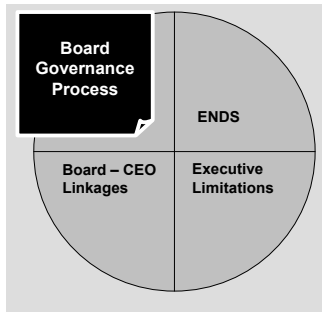
The Board will move into the minutes of the meeting the results of the hearing.

BG-6(18) Decisions of the board are not open to appeal; however, an appeal can be filed if an error in process occurred as per BG-6-17. Any appeal must be filed within 30 days of receipt of notice of the Board's decision or it will not be heard.

Written evidence should clearly outline and reference the direct policy breach. Upon review by the Board and in considering the evidence of the complainant, the Board may/will decide to:

- a. Reconfirm the earlier decision of the Board; or
- b. Refer the matter to an independent third party such as CCES or the Sport Dispute Resolution Centre of Canada for review whose recommendation will be final and binding upon the Curling Canada Board.

The Board will not entertain frivolous complaints intended to discredit or malign an individual. If a Governor or Past Governor is found to be behaving in this manner, the Board will have the option to apply a sanction against that Past-Governor or Governor as per BG-6-19.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

**BG- 6 B BOARD OF GOVERNORS' CODE OF CONDUCT:
APPEAL POLICY**

Date of Board Approval: December 20, 2015

It is the policy of Curling Canada that procedures are available by which disputes or complaints which a Member Association or Governor have with BG-6 Code of Conduct decisions of the Curling Canada Board of Governors, and that those appeals be addressed openly, promptly and fairly.

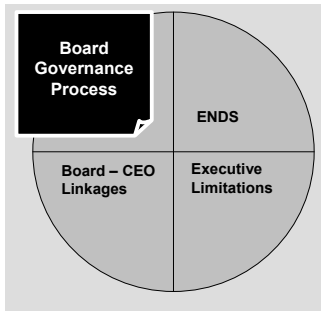
If an appellant wishes to appeal a decision directly impacting the Appellant made by Curling Canada Board of Governors, the Appellant shall have the right to appeal this decision based on the following provisions of this policy:

The following decisions of Curling Canada will not be subject to appeal under this policy:

- Decisions of the Board of Governors;
 - Matters that are decided by and within the jurisdiction of the general membership of Curling Canada including enactment of an amendment of the By-Laws and election of Governors;
 - Those decisions which are required of or imposed upon Curling Canada by outside authorities or agencies (e.g. Sport Canada, Coaching Association of Canada, Canadian Centre for Ethics in Sport, World Anti-Doping Agency, Sport Dispute Resolution Centre, etc.).
1. Any Appealable decision may be appealed to the Vice Chair of Curling Canada who shall use his/her best efforts to hear such appeal within twenty (20) business days of receipt of a notification of the appeal and payment of the required fee for the appeal, unless the Chair of the Appeals Panel determines that a hearing should not be held and denies the appeal. If the Appeal is denied, the Curling Canada Vice Chair will advise the Appellant.
 2. The Vice Chair of Curling Canada will be the Chair of the Appeals Panel along with the Board of Governors. No member of the Appeals Panel shall be the complainant or respondent involved in the decision being appealed.
 3. The Vice Chair shall inform the Appellant of the process and anticipated timelines for the Appeal.
 4. An individual who wishes to appeal a decision will have fifteen (15) business days from the date the decision was made, to submit a Notice of Appeal, addressed to the Vice Chair, Curling Canada.

- a. The Notice of Appeal must:
 - i. be signed by the Appellant;
 - ii. state whether all or only part of the decision is being appealed;
 - iii. clearly state the policy and process upon which the appeal is based; and
 - iv. Be accompanied by a two hundred dollar (\$200.00) fee, payable to Curling Canada (which fee shall be refunded only if the appeal is successful).

5. Within three (3) business days of receipt of a Notice of Appeal, Curling Canada's Vice Chair will forward the Notice of Appeal, together with a certification that the requirements of the Notice of Appeal, as stated above, have been complied with and shall acknowledge receipt of the Notice of Appeal to the Appellant.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

**BG- 6 C BOARD OF GOVERNORS' CODE OF CONDUCT:
APPEALS APPENDIX**

DATE OF BOARD APPROVAL: DECEMBER 20, 2015

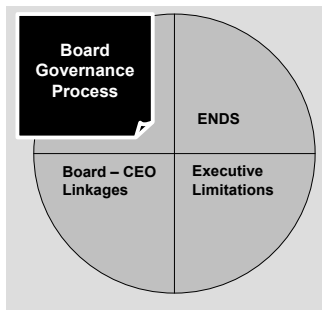
Procedure for the Appeal:

1. Upon receipt of a Notice of Appeal, the Chair of the Appeals Panel will:
 - a. Review the grounds upon which the appeal is based and determine whether it warrants a hearing; if the Appeal is deemed warranted, notify members of the Appeal Panel;
 - b. If a hearing is granted, take such action as may be required to ensure that the hearing takes place as soon as reasonably possible, whether in person or by telephone conference call; and
 - c. Notify within fifteen (15) business days of the receipt of the Notice of Appeal, by the quickest means possible (whether by telephone, fax, email, or otherwise), the Appellant, Curling Canada and all interested parties given status to the appeal of the date, time, and location of the hearing; details are to be confirmed in writing if communicated by phone or in person.
2. The procedure under which the hearing is conducted will be the following:
 - a. To the extent possible, the hearing shall be open to all parties granted status by the Appeals Panel following rules determined by the Chair of the Appeals Panel;
 - b. The Appellant and Curling Canada shall have status at the hearing, as a right, and all other parties wishing status at the hearing of the appeal shall request same from the Appeals Panel, who shall determine such status;
 - c. At least three (3) business days prior to the date of the hearing, Curling Canada shall send to the Appellant, to each other party with status, and to each member of the Appeals Panel a statement of its version of the facts relating to the appeal and any written submission it wishes to make;
 - d. At least three (3) business days prior to the date of the hearing, the Appellant shall send to Curling Canada, to each other party with status, and to each member of the Appeals Panel, a statement of his/her version of the facts relating to the appeal and any written submission he/she wishes to make;
 - e. All other parties with status shall deliver to each party with status at the hearing and to each member of the Appeals Panel, at least three (3) business days prior to the date of the hearing any written submission setting out their position in the dispute;
 - f. The Appellant may then appear at the hearing, in person and all other interested parties with status may also appear at the hearing in person and/or by representative;

- g. Parties with status will have the opportunity for rebuttal of other parties submissions prior to or during the hearing;
 - h. The hearing may be carried out by a telephone conference call and all other interested parties granted status may also request they be heard by a telephone conference call; and
 - i. The Appellant may request that the appeal hearing be carried out on the written submissions and all other interested parties granted status may also request that they be heard by written submissions.
3. The Appeals Panel shall have the opportunity to examine or hear such evidence as it requires, and it may call upon any other person or representative to address it on any aspect of a matter before it.
 4. No formal procedure shall be followed at the hearing, but all of the relevant parties shall be given, in the opinion of the Appeals Panel, a fair and reasonable opportunity to be heard. Notwithstanding the above, the Appellant shall present his/her evidence first at the hearing before any other parties will be invited to do so.
 5. The costs and expenses incurred by any party shall be borne by that party unless the Appeals Panel decides otherwise.
 6. The Appeals Panel shall render a written decision within ten (10) business days following the conclusion of a hearing and shall deliver a copy of same to the Appellant, to the CEO of Curling Canada, and to any other parties granted status in the matter. The Panel shall have the authority to issue a verbal or summary decision where time is of the essence with the written decision to follow.

In making its decision, the Panel will have no greater authority than that of the original decision-maker.

The decision of the Appeals Panel shall be final and binding subject to the right of the Appellant, Curling Canada and any party granted in the matter to seek a review of such decision pursuant to the alternate dispute resolution services of the Sport Dispute Resolution Centre of Canada.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- 7: CONFLICT OF INTEREST

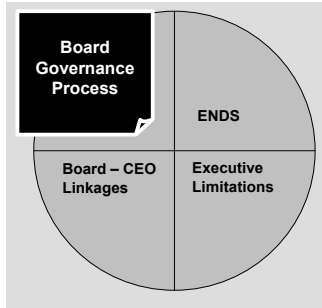
Date of Board Approval: October 27, 2007

Latest Revision: #2 November 18, 2010

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

As a Board of Governors, we expect the following:

1. Governors shall not use their positions to obtain benefit or employment for themselves, family members, or close associates. Should a Governor desire to seek employment with Curling Canada, he or she must first resign.
2. Governors shall not use information obtained through his/her position for personal gain.
3. Governors who may be directly or indirectly involved in a contract must declare that involvement at the Board meeting at which the question of the contract is first considered.
4. Governors shall disclose their involvement with other organizations, vendors, or any other associations that produce a conflict when they sign the Code of Conduct and at any time during the year should their involvement change.
5. There must be no self-dealing or any conduct of private business or personal services between any Governor and Curling Canada, except as procedurally controlled, to assure openness, competitive opportunity, and equal access to inside information.
6. Governors, who find themselves in an unavoidable conflict of interest when the Board is to decide an issue, must declare that conflict immediately and absent themselves without comment from the discussion and the vote on the issue. Governors who declare their conflict of interest are included in determining a quorum. Governors who declare a conflict of interest will be included in the Minutes by name and shall be entitled to receive related Board decisions.
7. Peer-to-Peer: Where a Governor is aware that another Governor is in a position of potential conflict of interest, the identifying Governor shall raise the potential conflict to the said Governor.
Should the potential conflict persist, the identifying Governor shall follow the formal procedure as outlined in BG-6 Board of Governors' Code of Conduct Policy.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- 8: CONSULTATION WITH OWNERS

Date of Board Approval: September 11, 2008

Latest Revision: #6: October 27, 2017

The Board is committed to consultation with Member Associations in the development of governance policies as an integral part of their work. The first priority as a policy governance Board of Governors is to seek ownership input. It requires that the Board consider the diversity of values and ideas that are held by the Member Associations, and arrive at a consensus that it believes reflects those values and ideas in the development of governance policy that is the best choice for Curling Canada as a whole.

Meaningful consultation is planned, purposeful and equitable and contributes to enhanced decision-making. Accordingly,

A. PURPOSES OF OWNER CONSULTATION

1. The Board shall initiate owner consultation with Member Associations:
 - a) To ensure owner and stakeholder needs and perspectives are understood as the Board develops its vision for Curling Canada.
 - b) To seek input on governance policies under development.
 - c) To help define issues and questions, or to understand their impact on the sport of curling in Canada.
 - d) To develop strategies on questions or issues of mutual concern to Curling Canada and the Member Associations.
 - e) To explore emerging issues.
 - f) To ensure by-law amendments are considered in a timely manner.
 - i) Under 'normal' circumstances, by-law amendments will be referred with required notice to an Annual Meeting or a Special Meeting of the members.
 - ii) Under 'urgent' circumstances, by-law amendments may be made by the Board of Governors as permitted by the by-laws.
 - An amendment would be deemed 'urgent', if the normal notice period for discussion at a Special Meeting or at the Annual Meeting is too long and that a negative impact upon Curling Canada and/or Member Associations is a likely consequence of not making the amendment.
 - The by-laws permit the Board of Governors to propose an amendment to by-laws, giving the Member Associations a fourteen (14) days period to consider the proposal. If, within the fourteen (14) day period a minimum of three (3) Member Associations request a meeting on the topic, it will not go forward until such meeting is held. If no such meeting is requested, the proposed amendment will be effective as of the 15th day.

- g) To evaluate the effectiveness of governance policies.
- h) Prior to fundamentally changing the round robin format or equitable opportunity to access Curling Canada-operated Canadian Championships by gaining board approval.
- i) Prior to introducing any new Curling Canada-operated Canadian Championship or the removal of any of the below listed Canadian championships by gaining board approval:
 - i) Canadian Senior Men's and Women's Championships
 - ii) Canadian Mixed Championship
 - iii) Canadian Junior Men's and Women's Championships
 - iv) Canadian Men's Championship
 - v) Canadian Women's Championship
 - vi) Canadian Wheelchair Championship
 - vii) Canadian Mixed Doubles Championship

2. The Board shall be accountable to, and act on behalf of, the owners as a whole rather than as an advocate for specific geographic areas or particular stakeholder groups.
3. When making governance decisions, Governors shall maintain a distinction between their own personal interests as customers of Curling Canada services and their obligations to speak for and represent all owners.
4. The Board shall acknowledge diversity among the Member Associations and shall use a variety of methods to meet with, gather data about, gather input from, and otherwise interact with owners in a way that reflects this diversity.

B. DEFINITION

The Board shall use the following definition of consultation with owners:

1. Consultation is a two-way process, in which all parties listen and contribute views, information and ideas, communicate back about what happened and, where appropriate, follow-up after initial participation.
2. Consultation leads to action. The opportunity for genuine and respectful listening is in concert with a commitment to making governance policies based on the views heard. This does not mean that every suggestion made in a consultation or that the majority viewpoint is always implemented but that input will always be taken into account.
3. Consultation is part of an ongoing relationship between the Board and the Member Associations in which mutual trust and understanding is built up over time, through a continuing process of discussion, decisions, and follow-through.
4. Formal consultation is planned in advance, includes clearly defined timelines and expected outcomes.
5. Informal consultation is a process in which informed response is sought from groups or individuals without a defined structure or timeline.

C. GUIDING PRINCIPLES

The Board shall consult with Member Associations according to the following guiding principles:

1. Transparency

Prior to beginning any consultation, the Board shall:

- Communicate the objectives of the consultation.
- Define the consultation's parameters.
- Set out the steps in the consultation process
- Explain how the consultation fits in the overall decision-making process on the subject under consideration.

2. Accountability

- Communicate to Member Associations a summary of advice received, how it fed into the decision-making process and rationale for the outcomes. Any summary shall distinguish the advice received from Member Associations and advice received from other stakeholders.
- Guard against being unduly influenced by the input of stakeholders.
- Ensure that where the Board's decision is to be publicly announced, Member Associations are informed in advance.
- Ask Member Associations to evaluate the consultation exercise after its conclusion.

3. Mutual Respect

- Conduct consultations in a climate of mutual respect.
- Where possible, adapt the consultation to fit the decision-making processes of the Member Associations, the purpose of the consultation and the available resources.
- Acknowledge that consultation will not always lead to consensus, but should lead to a better understanding of participants' positions.
- Respect the differences in the Board's role and that of the Member Associations' Boards of Directors.

4. Accessibility

- Remove the following barriers to participation in consultation:
 - Offer alternative ways to participate in the consultations including, but not limited to, questionnaires, on-line surveys, written submissions, teleconferences.
 - Use plain language.
 - Where practical, publish English and French versions of essential documents.
- Seek the views of all stakeholders relevant to the subject under consideration.
- Provide Member Associations and stakeholders with any background information and data that has been considered prior to the consultation.

D. ANNUAL CONSULTATION PLAN

- a) Each year at the Board of Governors Fall Meeting, the Board shall establish and circulate to Member Associations, an Annual Consultation Plan that identifies consultations anticipated during the year and alert Member Associations to opportunities to make their views known on identified issues.

The plan will identify for each anticipated consultation:

- i) Subject under consideration
 - ii) Objectives
 - iii) Timeframe
 - iv) Steps in the consultation process
 - v) How the consultation fits in the decision-making process
 - vi) Methods
- b) The plan will also identify any formal or informal consultation to be undertaken by the Board with other stakeholders including athletes, provincial representatives, event organizers, officials, coaches, ice technicians, staff and others, in order to further the Board's understanding of the issues, and identify trends that affect Curling Canada and thereby improve the Board's ability to develop policies.

E. CONSTRAINTS

1. The Board shall establish methods that reasonably take into account the following constraints associated with consultation activities:

- a) Cost

In choosing the appropriate method of consultation, the Board will weigh the cost of consultation, in the form of time, money or both for Curling Canada and its Member Associations, against the intended purpose and outcome.

- b) Time

- i) Member Associations need time to adequately consider the issues, consult with their Boards, members and networks and prepare a response. Curling Canada may face tight timelines in preparing responses or making decisions. In choosing the appropriate method of consultation, the Board will consider any trade-offs required between time available to make a decision and time needed by participants to provide the best input.

- ii) Notwithstanding the Board's best efforts to develop a comprehensive annual consultation plan, there will be times when the need for consultation cannot be anticipated. In these cases, the Board shall notify Member Associations of the need for additional owner consultations as soon as the need is identified by the Board.

- c) Knowledge and information

The Board shall provide all Member Associations common background information, under the premise that unequal access to information, or inaccurate assumptions about the knowledge base of Member Associations or their boards of directors or membership can seriously limit the effectiveness of consultation.

F. METHODS

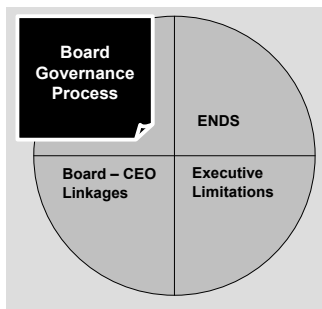
1. The Board shall choose from six basic methods. An owner consultation may include one method or a combination of methods.

- a) Face to face consultation

- i) The Board shall ensure that the agenda meets the needs of both Curling Canada and the Member Associations.

- ii) The Board shall ensure the objectives of the session and the roles of Curling Canada, the Member Associations and any other participants are clearly defined.
 - iii) The Board shall provide for excellent process design and facilitation in order to ensure that the consultation achieves its objectives and is conducted in an environment of mutual respect.
 - iv) The Board shall ensure background information is provided at the consultation session.
- b) Discussion paper with framework for response
- i) The Board shall ensure the development of a discussion paper and approve it prior to circulation.
 - ii) The Board shall ask Member Associations to provide a written response in the form of a letter or brief or, where Curling Canada provides a questionnaire, a completed response form. The Board shall ask the Member Associations to determine their internal process of consultation.
 - iii) The Board shall assume that the response provided is representative of the views of the Board of Directors of the Member Association.
- c) Questionnaire or survey
- i) The Board shall ensure that the introduction to the survey adequately introduces the subject of the consultation.
 - ii) The Board shall test the survey before it is launched.
 - iii) The Board shall ensure that the survey asks respondents to identify their role (e.g., Board member, staff, athlete, etc.) and province/territory of residence.
 - iv) Survey reports shall distinguish the responses from Member Associations from any other stakeholders, if included in the survey.
- d) Web-based forum
- i) The Board shall use this method to discuss a specific question or issue.
 - ii) The Board shall ensure the introduction to the forum adequately introduces the subject of the consultation.
 - iii) The Board shall ensure that respondents are asked to identify their role (e.g., Board member, staff, athlete, etc.) and province/territory of residence.
 - iv) Forum reports shall distinguish the responses from Member Associations from any other stakeholders, if included in the forum.
 - a. Responses without an identified role or province/territory of resident will not be incorporated into a report.
- e) Board Liaison consultation with Member Association
- i) The Board Liaison's primary contact shall be the President of the Member Association.
 - ii) The Board shall develop a standard process (e.g., a set of questions, presentation, etc.) for Board Liaisons to use as basis for a consultation with a Member Association.
 - iii) The Board shall develop standard background information for the Board Liaison to use in a consultation with a Member Association.

- iv) The Board shall assume that a response provided to a Board Liaison by the President of a Member Association is representative of the views of the Board of Directors of that Member Association. This principle shall be communicated to each Member Association Board of Directors.
- f) Conference Call
 - i) In situations where the need for consultation is urgent and there is insufficient time for any other method the Board shall use a conference call.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- 9: LINKAGES WITH OWNERS

Date of Board Approval: March 11, 2008

Latest Revision: # 7 November 22, 2015

The primary relationship of the Curling Canada Board is with the owners, the Member Associations. In addition to consultation with owners, the Board is committed to maintaining an ongoing relationship with Member Associations through regular communication, contact and feedback. This relationship enables the Board to stay current with Member Associations' perspectives which are essential to the Board's governance role.

PURPOSE

1. The objectives for the Board's linkages with the owners include those of:
 - a) Being accountable
 - b) Deepening the Board's understanding of owners' values, needs, concerns and demands
 - c) Identifying issues that may become the subject of owner consultation (Reference: BG-8: Consultation with Owners)
 - d) Educating and informing the owners
 - e) Building a relationship of trust and mutual respect

GUIDING PRINCIPLES

2. The Board shall use the following guiding principles in conducting linkage activities:
 - a) Transparency:
 - i. The Board shall be open and forthright with MA's in discussing Curling Canada Ends, and governance and Board decisions.
 - ii. Governors shall exercise honesty in their communication with Member Associations.
 - b) Accountability:
 - i. The Board or Board Liaison shall communicate back to the Member Association how input was reported and any resulting action.
 - ii. Ensure there is a mechanism to communicate to the Presidents of the Member Associations any significant changes to Board Governor Process Policies or Executive Limitation Policies within 10 days of approving the change. The mechanism includes a summary of the change, the rationale for the change and the implications to the MAs as well as any other relevant information. Changes are relayed via mail, email or fax. The revised policy, displaying track changes, is posted on the Governance website for a minimum of 30 days.

- c) Mutual Respect:
- i. The Board shall ensure that diverse perspectives within or among MAs are considered, respected and that differences are acknowledged.
- d) Consistency:
- i. The Board shall engage with MAs on a regular basis to identify environmental shifts affecting MAs and to maintain a strong relationship.

METHODS

3. The Board shall use a variety of methods to interact with Member Associations including but not limited to the following:

Reasons for linking to owners	Ways to do this
To be accountable	<ul style="list-style-type: none"> • NCC and AGM • Post-Board meeting communication • Board Liaisons • Presidents teleconference meeting • Presentations by the Board • Annual report • Financial report • Web site information
Better understand owners' values, needs, concerns and demands Identify issues that need to be subject of owner consultation	<ul style="list-style-type: none"> • Board Liaisons • Board-to-Board dialogue • Needs assessment of owners and stakeholders • Facilitated small group discussions at NCC or at other events • Gathering research, statistics, demographic data • Presentations to and by the Board • Presentations by expert informants • Board committees • Board representation at championships, competitions and events
Educate the owners	<ul style="list-style-type: none"> • Regular and standardized orientation • FAQ's newsletters • Governance area on Curling Canada web site • Presidents teleconferences • Board-to-Board dialogue • NCC workshops, speakers • Circulation/posting of articles
Build a relationship	<ul style="list-style-type: none"> • Board Liaisons • Board-to-Board dialogue • Dialogues with stakeholder groups • Presentations to and by Board • Representation by Board at championships, competitions and events

LINKAGES PLAN

4. As a means of ensuring ongoing linkages with Owners, the Chair of the Board shall:
 - a) Ensure the Board, with input from Governors and Member Associations, approves the Board Liaisons to the Member Associations within 15 days of the post-NCC Board meeting. (Reference: BG-17 Appointments Suggestion Committee)
 - b) Ensure that a budget for linkage with owners is presented at the Board's spring meeting and subsequently included in the annual operating budget that is prepared by the CEO.
 - i. Most Board Liaison activities will be done in no-cost fashion, i.e., e-mail and local telephone/covered under long-distance plans.
 - ii. Budget shall provide a contingency for expenses identified as necessary by the Board, e.g., long distance telephone, teleconferences, attendance at meetings, etc.
 - c) Establish, with input from the Member Associations, an annual schedule of Presidents' calls within 30 days of the NCC.
 - d) Ensure post meeting communication is sent to the Member Associations after each face to face Board of Governors meeting.
 - e) Ensure linkage with owners is discussed during the post-NCC Board meeting.

BOARD LIAISONS

5. The Board shall appoint Board Liaisons to the MAs as a means of ongoing linkage with the owners.
 - a) Every Governor will be assigned the role of Board Liaison to one or more MAs with the exception of the Chair and Vice Chair who will liaise with all MAs.
 - b) In the role of Board Liaison, a Governor shall:
 - i. Attend MA AGM when possible and where financially prudent.
 - ii. Attend MA Board Meetings when invited and financially prudent.
 - iii. Maintain regular check-ins with MA President and solicit MA feedback on continuing basis as needed.
 - iv. Report the concerns and expectations of the MA to the Chair using standard format that allows Chair to compose composite report that ensures the same information is reported to all.
 - v. Assist in consultation with owners when necessary and in manner agreed upon by the Curling Canada Board (Reference: BG-8: Consultation with Owners)
 - vi. Support the MA's education and understanding of policy governance.
 - vii. Explain governance actions within framework of Board Policy Governance.
 - viii. Brief MA on issues, press releases and announcements that have an impact for the MA and where the Board liaison has the relevant information.
 - ix. Promote the opportunities for recognition through submission of nominations for Curling Canada Awards.
 - c) Appointments will be made within 15 days of the post-NCC Board meeting. Appointments will be made on the basis of:
 - i. Confidence of the Governor in working with the MA's demands

- ii. Familiarity with the Member Association
 - iii. MA preference
 - iv. Optimization of cost/benefit
 - v. Geographic proximity
 - vi. Governor preference
 - vii. Knowledge of issues
- d) A Board Liaison shall be reimbursed for approved expenses.
- e) A Governor who is not the Board Liaison for their home province/territory may attend that MA's meetings.
- i. Attendance shall be at the personal expense of the Governor.
 - ii. The Governor shall communicate prior to any meeting they plan to attend to the appointed Board Liaison and the MA.

PRESIDENTS' CALLS

6. The Chair shall be responsible to:
- a) Establish an annual schedule of Presidents calls within 30 days of the NCC.
 - b) Call for agenda items from the MA Presidents and the Board in advance of each call.
 - i. The first item on the agenda will be follow-up actions from the prior call.
 - c) Circulate the agenda 48 hours in advance of the teleconference.
 - d) Ensure the participation of the chairs of standing Board Committees.
 - e) Ensure the participation of the chairs of ad hoc Board Committees as appropriate.
7. The meeting shall be recorded for access by Governors and absent MA presidents.
8. A meeting record shall be prepared and circulated to the Board and MA presidents after the call.

BOARD TO BOARD DIALOGUE

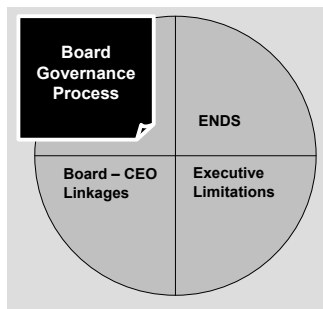
9. Board to Board dialogue shall be those linkage activities where the Curling Canada Board and one or more MA Boards participate in a meeting in person or teleconference.

NATIONAL CURLING CONGRESS AND ANNUAL GENERAL MEETING

10. The NCC/AGM provides a tremendous opportunity for the Board of Governors and the stakeholders to meet and discuss common interests, goals and objectives as well as a chance to build friendships and relationships. It is an opportunity to have personal contact with all MAs and their support staff. Since the relationship a Board member builds with the MAs is paramount to the overall success of the organization, Board members are encouraged to maximize the benefits for everyone during this face-to-face annual event.
11. Appointments of Board Liaisons will be made within 15 days of the post-NCC Board Meeting. Once each Board member has been assigned to their MA Liaison, Governors may:
- Send an orientation letter to their MA Presidents and copy the Executive Director in order to introduce themselves, define their role and exchange contact information.
 - Join MA Presidents' call(s) as an observer if they wish to gain better insight to the overall order of business of Curling Canada.

In addition, Governors will:

- Make best efforts to ensure that they check in at least once every two months to assist in building a rapport with the MA Presidents.
- Make best efforts to ensure that your MAs are aware of timelines regarding applications for financial assistance, requests for input and nominations and attendance to the NCC/AGM.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- 10: REPRESENTATION AND APPOINTMENTS

Date of Board Approval: March 27, 2008

Latest Revision: #10 June 14, 2016

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

A. CHAMPIONSHIPS, COMPETITIONS AND EVENTS

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

1. The Board shall appoint Governors to represent Curling Canada at championships, competitions and events. The Board will prioritize Board representation at events in the following order.
 - a) Canadian Men's, Women's and combined Junior Championships
 - b) World Championships and international competitions held in Canada
 - c) World Championships and international competitions held outside of Canada when they are combined with the WCF General Assembly
 - i. Representation of Curling Canada at these Championships will be Curling Canada's appointed representatives at the WCF General Assembly.
 - d) Curling Canada championships and competitions
 - i. Mixed Championship and Seniors Championships
 - ii. Wheelchair Championships
 - iii. CIS Championships
 - iv. Other championships and competitions as established from time to time
 - e) World Championships and international competitions held outside of Canada that are not combined with the WCF General Assembly
 - i. Appointments shall be made depending upon the affordability of location and the demonstrated impact of representation on the ability to achieve Curling Canada's Ends.

2. Attendance at Championships, Competitions and Events
 - a) Appointments shall vary in duration of attendance and extent of expected duties depending on the Board's assessment of the event's impact on the achievement of Curling Canada's Ends.
 - i. The Board will review the duration of attendance for the following year's championships and competitions at its fall meeting on the basis of:
 - value of representation
 - priority of the championship or competition, and
 - cost of representation
 - b) The Board may appoint an individual who is not a Governor to fulfill ceremonial obligations only.
3. The Board shall appoint all representatives to championships, competitions and events within 15 days of the post-NCC Board meeting.
 - a) Appointments shall be made with consideration of all of the following:
 - i. Governor's familiarity with the Ends policies
 - ii. Opportunity for Governor to learn how the championship, competition or event helps achieve Ends policies
 - iii. Geographic proximity of Governor
 - iv. Costs associated with appointment
 - v. Governor's preference
 - vi. Governor's ability to attend
 - vii. Balance of opportunities among Governors
 - viii. Governor's ability to fulfill the expectations of the Board, Host Committee and event Sponsors
 - ix. Governor's networking skills
 - x. Governor's prior experience and performance
 - xi. Expectation of outside agencies, in order of priority: WCF, WCPA, COC, IOC
 - b) Appointments shall be made without consideration of the Governor's gender.
4. The role of the Governor who is appointed to represent Curling Canada is to:
 - a) Represent Curling Canada at official functions.
 - b) Speak on behalf of Curling Canada when required.
 - c) Become familiar with the event's operation in order to understand the impact of championships, competitions and events and to enhance the development of Ends and Executive Limitations policies.
 - d) Seek to understand how Board decisions have impacted championship, competition or event.
 - e) Be a visible representative at official functions and ceremonies and uphold and reinforce the traditions and heritage of curling.
 - f) Be an advocate of Curling Canada Ends policies.

- g) Be visible and accessible throughout the duration of attendance with a view to:
 - i. Learning stakeholder perspective.
 - ii. Share stakeholder perspectives with Board.
 - h) Express appreciation to event volunteers on behalf of Curling Canada.
 - i) Liaise with sponsor representatives.
 - j) Liaise with Host Committee and Curling Canada-appointed officials and ice crew.
5. The appointed Governor shall act in a manner consistent with Code of Conduct (Reference: BG-6 Board of Governors' Code of Conduct) and at all times maintain a positive profile for Curling Canada.
 6. The appointed Governor may serve as an operational volunteer at the championship, competition or event. When serving in this capacity, the Governor is accountable to Curling Canada management and the Host Committee.
 7. The appointed Governor shall circulate the "Curling Canada Board Liaison Report" to the Board within 30 days of completing their representation duties:
 - a) The written report on the event(s) will be used in the Governor's presentation at the NCC.
 8. Governors may attend a championship, competition or event where they are not an appointed Board representative or may extend their stay when they are the appointed Board representative. When doing so, Governors:
 - a) Are responsible for their own travel and hotel expenses.
 - b) Shall advise the Curling Canada National Office of their intention to attend, the expected duration of their stay, and their availability and willingness to serve in ceremonies.
 - c) Shall be afforded the following benefits by Curling Canada:
 - i. Group rates for accommodation available to Curling Canada
 - ii. All access accreditation
 - iii. Event tickets, banquet tickets, access to sponsors' lounge and other social functions
 - iv. Visitor accreditation/tickets and banquet ticket for an accompanying guest
 - d) Shall ensure they bring Curling Canada Governor's clothing appropriate to any ceremonial function to fulfill requested duties while in attendance.
 - e) Shall report through appropriate Curling Canada operational staff when filling a role as an operational volunteer.

B. APPOINTMENTS TO EXTERNAL ORGANIZATIONS AND AGENCIES

One of the values that the Board adds to its role as Curling Canada's steward is the opportunity, through appointment of representation, to ensure that Curling Canada's views are known and advocated to external agencies and to influence decisions made by other boards to have a positive impact on Curling Canada's ability to achieve its Ends.

Canadian Olympic Committee (COC)

It is in the best interest of Curling Canada to have strong and consistent representation at the COC Board and Annual Meetings.

1. The Board shall appoint the "A Director".

- a) The appointment shall be made or reconfirmed on an annual basis within 15 days of the post NCC Board meeting.
 - b) The Board shall normally appoint the same person as “A Director” for the four successive years between the COC quadrennial elections.
 - i. The “A Director” is not necessarily a Governor of the Curling Canada Board.
 - c) Appointments shall be made in consideration of:
 - i. Willingness to aspire to election to the COC Executive
 - ii. Political acumen with respect to the Olympic movement
 - iii. Ability to be advocate for Curling Canada
 - iv. Leadership position and influence in curling/sport community
 - v. Networking skills
 - vi. Depth of curling expertise and operational knowledge
 - d) The Board expects that “A Director” shall exercise leadership and integrity in representing Curling Canada and maintain ongoing communication with the Board and the CEO in the interest of being informed of Curling Canada’s current positions and issues.
 - e) An “A Director” who is not a Governor is expected to act in conformity with BG-6: Board of Governors Code of Conduct.
 - f) An “A Director” shall:
 - i. ensure thorough understanding of meeting issues
 - ii. exercise leadership and integrity throughout their representation
 - iii. attend all functions
2. The Board shall appoint an “A” Member/General Member to attend the COC Annual, Semi-Annual and Quadrennial meetings representing the Governance side of Curling Canada.
- a) The appointments shall be made or reconfirmed on annual basis within 15 days of the post-NCC Board meeting.
 - b) The Board shall name an individual as “A” Member/General Member as one of the 4 Curling Canada is entitled to appoint.
 - i. The Board shall determine if the “A” Member/General Member is to attend the COC Annual, Semi-Annual and Quadrennial meetings based on consideration of the affordability of location, the demonstrated impact of representation on the ability to achieve Curling Canada’s Ends, and the leadership succession plan for the “A Director”.
 - In addition to current Governors, the Board may name the CEO or staff or former Governors as “A” Members/General Members.
 - c) In the case of appointments of Governors, the Board shall consider the potential “A” Member’s/General Member’s:
 - i. Networking skills
 - ii. Political acumen with respect to the Olympic movement
 - iii. Aspiration to become future “A Director”
 - iv. Geographic proximity to the meeting location
 - v. Depth of curling expertise and operational knowledge

- vi. Ability to be an advocate for Curling Canada
 - vii. Leadership position and influence in curling/sport community
- d) “A” Members/General Members shall:
- i. ensure thorough understanding of meeting issues
 - ii. exercise leadership and integrity throughout their representation
 - iii. attend all functions
 - iv. act in conformity with BG-6: Board of Governors Code of Conduct
3. The CEO shall appoint qualified candidates to the following “A” Member/General Member appointments:
- High Performance
 - Coach
 - An Athlete to the COC Athlete Council
- The appointments shall be:
- made or reconfirmed on an annual basis
 - within 15 days of the post NCC Board Meeting
 - communicated to the Board of who is fulfilling the appointments.

World Curling Federation (WCF)

It is in the best interest of Curling Canada and in keeping with Canada’s role as a world curling leader to have strong and consistent representation at the WCF General Assemblies.

1. The Board shall appoint as the four voting representatives to WCF General Assemblies:
 - a) Chair
 - b) Vice Chair
 - c) Two (2) Directors (International Representatives): “A” Representative and “B” Representative
 - d) Both genders will be represented.
 - e) The Appointments Suggestion Committee will suggest to the Board the appointment of an “A” Representative and/or a “B” Representative who is/was a Curling Canada Governor and/or also served as a Curling Canada international representative or observer.
2. The Chair and the Vice Chair shall normally attend all WCF General Assemblies.
3. The Board shall normally send a full delegation to the WCF General Assembly.
 - a) A full delegation normally includes the CEO in an observer capacity. The CEO may, if required, carry the proxy of a delegation member who is unable to attend.
 - b) The Board shall determine the number of appointed representatives to attend the WCF general assemblies based on consideration of the affordability of location and the expected impact of representation on the ability to achieve Curling Canada’s Ends.
 - c) The CEO shall ensure that a proxy is obtained and filed with the WCF in the event that any of the appointed WCF representatives are not attending the annual or semi-annual General Assembly.

- d) The Chair may, at the discretion of the international representatives in attendance that there is perceived value, extend his/her stay at a World Championship where the WCF General Assembly is held, in order to attend the final championship game and assist with the presentation of prizes should Team Canada be in contention for a medal.
 - i. If Team Canada is not expected to finish on the podium, the Chair shall return home on the same date as other Curling Canada international representatives.
 - ii. The WCF presently recognizes only the Chair's involvement in medal presentations
- 4. The Board shall normally appoint the "A" Representative for a term of five (5) years and renewable for a maximum of one additional five (5) year term and appoint the "B" Representative for a term of three (3) years, renewable annually in consideration of 1-b (gender) above, and also renewable for a maximum of one additional three (3) year term.
 - a) Appointments shall be made in consideration of:
 - i. Political acumen with respect to the WCF and international curling
 - ii. Ability to be strong advocate for Curling Canada
 - iii. Leadership position and influence in curling/sport community
 - iv. Networking skills
 - v. Depth of understanding of Curling Canada, curling expertise and operational knowledge
 - vi. Innovativeness
 - b) WCF representatives shall:
 - i. ensure thorough understanding of meeting issues
 - ii. exercise leadership and integrity throughout their representation
 - iii. attend all functions
 - iv. act in conformity with BG-6: Board of Governors Code of Conduct
- 5. Curling Canada approval is required before a person representing Canada is nominated to run for the Board of the WCF or is considered for an appointment to the WCF Commission or ad hoc committee.
 - a) Canada's representative at the WCF Board of Directors is expected to contribute to the success and advancement of the World Curling Federation.

Canadian Paralympic Committee (CPC)

It is in the best interest of Curling Canada to have strong and consistent representation at the CPC Annual Meetings.

- 1. The Board may appoint a representative to the CPC Annual meetings.
 - a) The appointment shall be made or reconfirmed on annual basis within 15 days of the post-NCC Board meeting.
 - b) The Board shall normally appoint the same person as representative for the four (4) successive years of the CPC quadrennial.
 - i. The representative is not necessarily a Governor of the Curling Canada Board.

- ii. Willingness to aspire to election to the CPC Board of Governors will be a consideration.
- c) Appointments shall be made in consideration of:
 - i. Political acumen with respect to the Paralympic movement
 - ii. Ability to be advocate for Curling Canada
 - iii. Leadership position and influence in curling/sport disability community
 - iv. Networking skills
 - v. Depth of wheelchair curling expertise and operational knowledge
 - vi. Financial implications of participation
- d) The Board expects that the representative shall exercise leadership and integrity in representing Curling Canada and maintain ongoing communication with the CEO in the interest of being informed of Curling Canada's current positions and issues.
- e) An appointed representative who is not an Governor is expected to act in conformity with BG-6: Board of Governors Code of Conduct.

2. The CEO or staff delegate shall attend all CPC Annual meetings.

Sandra Schmirler Foundation (SSF)

Consistent representation is important to enhance the role of Curling Canada in the Foundation and its benefit to curling.

1. The Curling Canada Board of Governors shall nominate one current member of the Curling Canada Board to the Sandra Schmirler Foundation Board of Directors for a maximum two-year term.
 - a) The two-year term is defined by the Foundation by-laws as beginning the date of the Foundation Board meeting at which they are appointed until the Annual Meeting two years hence or until their successor has been duly appointed.
 - b) The nomination shall be made or reconfirmed on an annual basis during the spring face-to-face Board of Governors meeting.
 - c) Curling Canada is encouraged to make the nomination in keeping with the expressed Board recruitment guidelines of the Sandra Schmirler Foundation (Reference BG-Appendix 6: SSF Recruitment Guidelines).
 - d) The Board expects that the nominee shall exercise leadership and integrity in representing Curling Canada and maintain ongoing communication with the CEO and/or Director of Fund Development in the interest of being informed of Curling Canada's current positions and issues.
 - e) The confirmed representative shall be required to submit a status update to the Curling Canada Board after each meeting of the Sandra Schmirler Foundation.
 - f) The confirmed representative is a member of the Curling Canada Board of Governors and will not take on an Executive position on the Sandra Schmirler Foundation Board.

C. APPOINTMENTS TO AD HOC MEETINGS AND COMMITTEES

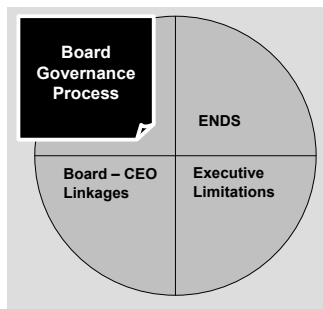
The Board shall ensure that Curling Canada's views are presented at any committee, task force, work group, meeting or other processes that may impact Curling Canada achieving its goals and in which the Board of Curling Canada is asked for representation.

1. The Board shall assess any request for representation on an external committee/working group prior to determining the nature of Board participation.
 - a) The level or type of response/involvement may range from a written response to full participation with a designated representative identified.
 - b) The Board shall determine the level of Board involvement in consideration of:
 - i. Relevance of the issue under discussion to the achievement of Curling Canada Ends
 - ii. Duration of the commitment
 - iii. Cost of the commitment to Curling Canada
 - iv. Risk of non-involvement
 - c) The Board may decline to participate.
 - i. The Chair shall issue a written response indicating the reasons for declining to fulfill the request.
2. Upon deciding the nature of its involvement, the Board shall determine and document the terms of reference for the representation (see: BG Appendix 5 – Terms of Reference).
3. The Board shall make its appointment in a timely manner.
 - a) Appointment of a respondent or representative shall be made in consideration of the skills, experience and knowledge required to properly represent the Curling Canada position on the issue/topic.
4. The Board shall reserve the right to remove, replace or supplement representatives to external meetings or committees.
5. Any appointed representative who is not a Governor is expected to act in conformity with BG-6: Board of Governors Code of Conduct.
6. The Board expects that the appointed representative shall:
 - a) Speak on behalf of Curling Canada's position as expressed in the Ends statements.
 - b) If no position has been identified, the representative is expected where practicable to determine the Board's current opinion on the issue in advance of any meeting.
 - c) Where an issue arises in the course of a meeting, and where no position has been identified, the representative shall use reasonable judgment to determine whether it is possible to represent the views of the Board and the owners of Curling Canada or if the issue needs to be considered by the Curling Canada Board before an opinion can be expressed.
 - d) Seek Board input or decisions as required.
 - i. Sometimes documents may be provided in confidence to representatives; in all cases representatives must indicate they are obliged to discuss the matter with the Curling Canada Board of Governors.
 - ii. The Board may decide to seek input from MAs, stakeholders and staff as required.
 - e) Limit their role to the level of involvement approved by the Board.

7. Representatives will provide brief regular reports to the Board. These may be in a verbal, e-mail or written format. The final report will be submitted in a written format. Reporting requirements will be specified in the terms of reference at the time of the appointment.

D. REMOVAL

The Board may remove any appointed representative at its sole discretion by a three-fourths majority vote.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- 11: COST OF GOVERNANCE

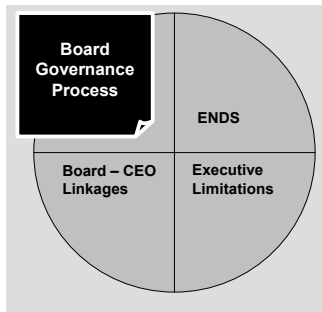
Date of Board Approval: October 27, 2007

The Board affirms that the cost of poor governance is greater than the cost of ensuring good governance. The Board shall invest in increasing its governance capacity through regular education and monitoring of its own performance and effectiveness.

Board monitoring is focused on the Board as a whole, not on Governors as individuals.

1. The Board shall identify qualitative key indicators through which the quality of Board performance shall be evaluated.
 - a) The Board shall establish Board Governance Policies and a Governance Action Plan, which will serve as measurable standards against which the Board's performance can be evaluated.
 - b) The Board shall conduct a self-evaluation, under the leadership of the Governance Committee, on at least an annual basis. As a result of this evaluation, the Board shall include in its Governance Action Plan specific goals and objectives for improvement of identified areas.
 - c) The Board shall monitor the content of its policies on a regular basis. Upon choice of the Board, any policy can be monitored at any time. Content reviews are generally pre-Board meeting work performed by Governors. The Chair shall ask for volunteers and, if necessary, assign Governors based on random selection.
2. The Board shall utilize appropriate ways to evaluate its performance using specified performance criteria. Methodologies may include any or all of the following:
 - a) External evaluation, i.e., paid consultant, fiscal audit
 - b) Peer evaluation, i.e., peer experts from other associations
 - c) Self-evaluation
3. The Board recognizes the continual updating of skills and awareness of new issues are vital to a Governor's contribution to the Board. Therefore, it is expected that:
 - a) New Governors shall receive a comprehensive orientation under the leadership of the Governance Committee to ensure familiarity with the organization's structure and issues, and the Board's governance process.
 - b) Upon receipt of nomination, candidates for the Curling Canada Board of Governors shall be provided with information that clearly outlines the role of the Board, the Governor's Profile, and the Code of Conduct.
 - c) Governors shall have the ongoing opportunity for continued training and education to enhance their governance capabilities.

4. Curling Canada shall fund the expenses of Governors attending meetings of the Board and Board Committees, or while carrying out duties in a designated role as appointed by the Board. This specifically includes:
 - a. Board Liaison (Reference: BG-9: Linkages with Owners)
 - b. Delegate at the WCF General Assembly (Reference: BG-10: Representation and Appointments)
 - c. Board Representative at championships and competitions (Reference: BG-10: Representation and Appointments)
 - d. Appointment to external Ad hoc meetings and committees (Reference: BG-10: Representation and Appointments)
5. Costs incurred when travelling at the expense of Curling Canada will be reimbursed as detailed in the Curling Canada Operations Manual.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- 12: BOARD COMMITTEE PRINCIPLES

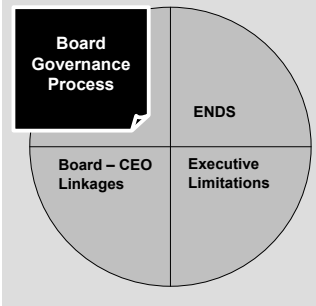
Date of Board Approval: October 27, 2007

Latest Revision: #1 October 20, 2011

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

Accordingly,

1. The Board shall clearly describe and document the scope and time limit of a Committee's mandate, context, and budget limitations.
2. No Committee shall be created for the purpose of helping, advising, instructing or exercising authority over any aspect of Curling Canada that has been delegated to the CEO.
3. Board Committees cannot exercise authority over staff. The CEO works for the full Board, and consequently, he or she is not required to obtain approval of a Board committee before an executive action.
4. Board Committees shall not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority shall be carefully stated in order not to conflict with authority delegated to the CEO.
5. Board Committees are to avoid over-identification with organizational parts rather than the whole. Therefore a Board Committee that has helped the Board create policy on some topic shall not be used to monitor Curling Canada's performance on that same topic.
6. No Committee shall be comprised of more than five (5) Governors.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- 13: FINANCE AND AUDIT COMMITTEE

Date of Board Approval: October 27, 2007

Latest Revision: #9 February 18, 2017

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

Mandate:

1. Conduct pre-Board meeting assessment of compliance of the budget with criteria of EL-1 and EL-3.
2. Conduct assessment of compliance with criteria of EL-1-and EL-3 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 statement prior to presentation to the Board to assess compliance with criteria of EL-1-and EL-3 and identify any areas that require policy modifications.
4. Conduct an annual review of EL-1-and EL-3 and suggest changes in policy content.
5. Conduct pre-Board meeting review of the CEO's monitoring reports for EL-1-and EL-3.
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 at the pre-NCC Board meeting.
8. Complete all tasks as outlined in the Summary of the Curling Canada Long Term Financial Reserve Fund as defined in the Board Manual of Standards.

Composition:

1. The Committee shall be comprised of:
 - a) Up to three Governors appointed by the Board;
 - b) Up to two additional members who may be Member Association representatives OR individuals with relevant professional or business experience appointed from outside the Board of Governors.
 - c) The Executive Director Corporate Services of Curling Canada, who will be a mandatory resource at all regular meetings of the committee; and
 - d) The Chief Executive Officer (CEO) of Curling Canada and Chair of Curling Canada will be Ex-Officio.
2. To ensure continuity in Committee membership from one year to the next, appointments are reviewed and made annually.

3. As part of their education process, all newly-elected Governors shall have the opportunity to shadow this committee during their first year on the Board.
4. Committee members shall be named within 15 days of the post-NCC Board meeting.
5. The Board of Governors may appoint one additional Member Association representative. If required, it may appoint other individuals from outside the Board whose expertise is deemed an asset. These additional committee members shall be appointed by a one-year term only or until the next NCC.
6. The Board of Governors may also appoint current Governors, as special projects deem necessary, until the project has been completed or until the next NCC.
7. The Chair shall be chosen annually by the Board from among the three (3) appointed Board of Governors Committee members.
8. Should a vacancy occur on the Committee among the three appointed Governors, for whatever reason, the Board shall appoint another Governor to complete remainder of the vacant position's term.
9. Should a vacancy occur on the Committee among the outside member(s), for whatever reason, the Board may appoint another Governor or qualified person to serve remainder of the vacant position's term.
10. The Board may remove any member of the Committee at its sole discretion.

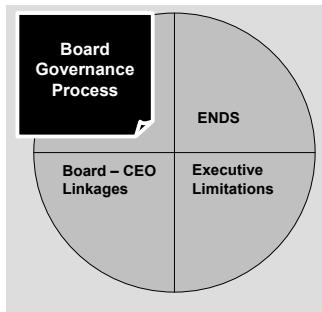
CEO and Executive Director Corporate Services Participation

The CEO and Executive Director Corporate Services shall attend all regular meetings of the Finance and Audit Committee except the F & A Committee and Auditor-Only Meetings.

Notwithstanding, the F & A Committee may meet on its own at any time.

Resources:

1. The Finance and Audit Committee shall be provided sufficient budget to meet prior to the Board meeting.
2. Other staff support as assigned by the CEO
3. The Committee shall be provided sufficient resources to engage third parties as needed to assist with its mandate.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- 14: GOVERNANCE COMMITTEE

Date of Board Approval: October 27, 2007

Latest Revision #8: December 20, 2012

The Governance Committee is a Standing Committee of the Board.

Mandate:

1. Lead the annual orientation of new Governors including orientation to the Code of Conduct. (Reference: BG-6), and appoint a mentor to each new Governor.
2. Maintain and update the Orientation package for new Governors.
3. Plan Board education to improve Board knowledge of Governance, enhance the quality of Board discussion on governance matters and facilitate effective Board decision-making.
4. Plan governance education for Member Associations.
5. Prepare and maintain a reference library of International Policy Governance Association materials, as well as any other Policy Governance materials, that may be useful to the Association.
6. Chair of Governance Committee to attend and to report to Member Associations at monthly Curling Canada Chair and Member Association President conference calls.
7. Lead the end-of-meeting monitoring of Board performance. Update Board on all end-of-meeting evaluations.
8. Update the Board Policy Registry after new policies and changes to policies are approved by the Board of Governors.
9. Review and ensure update of the Curling Canada Website and Intranet regularly.
10. Lead the annual evaluation of the Board's policies and prepare the Board's Governance Action Plan (GAP) based on the areas identified for improvement in the evaluation. (Reference BG-Appendix 4: Board Self –Evaluation Plan).
11. Lead Board's review of Ends and Board's prioritization of Ends once a quadrennial.
12. Review Board Manual of Standards and identify need for amendments.
13. Review Board Championship Standards and identify need for amendments. Provide Liaison Standards to CEO for review.

14. Update Tracking Tool for Recorded Board Decisions of all CEO Monitoring Reports (Ends and Executive Limitations) and Board Self Evaluation Reports.
15. Review annually the Curling Canada Constitution & By-laws and identify need for amendments prior to the notice date.
16. Plan Governance Education Presentation for the National Curling Congress.
17. Review annually Governors Profile prior to the call for nominations of candidates for the Board of Governors. (Reference BG-Appendix 1).
18. Make available to Member Associations the Candidates Package including; BG-2 Board Job Description, BG-6 Code of Conduct, BG-7 Conflict of Interest, BG- Appendix 1 Governor's Profile, and Election of Governors to Curling Canada Board Standards.
 - a. Directly provide this information to all candidates prior to the election.
19. Administer the process of electing new Curling Canada Governors to the Board including the Introduction of Candidates, the Town Hall and the Election Process at the National Curling Congress.
20. Review its mandate on an annual basis in order to suggest any changes for the Board's consideration at the pre-NCC Board meeting.
21. Draft for Board discussion any new policies, executive limitations or other documentation as directed by the Board of Governors.
22. Assist other Board Committees to draft appropriate policy phraseology as requested by the Board.
23. Review and update annually Board monitoring worksheet templates.
24. Review comments from monitoring reports and identify need for any policy changes.

Composition:

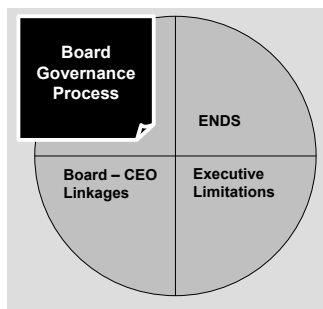
1. The Committee shall be comprised of the Vice Chair and three Governors appointed by the Board.
2. As part of their education process, all newly-elected Governors shall have the opportunity to shadow the Governance Committee during their first year on the Board.
3. To ensure continuity in Committee membership from one year to the next:
 - a) A Governor shall be appointed for a three-year term.
 - b) The Board shall annually appoint one Governor.
4. Committee members shall be named within 15 days of the post-NCC Board meeting.
5. The Board may also appoint members from outside the Board of Governors or may appoint a current Governor, as special projects deem necessary. Outside members shall be appointed for a

one-year term only or until the next NCC. Any additional current Governors shall be appointed until the project has been completed or until the next NCC.

6. The Chair shall be chosen annually by the Board from among the Committee members based upon comments from ARC.
7. Should a vacancy occur on the Committee among the three appointed Governors, for whatever reason, the Board shall appoint another Governor to complete the remainder of the vacant position's term.
8. Should a vacancy occur on the Committee among the outside member(s), for whatever reason, the Board may appoint another Governor or qualified person to serve remainder of the vacant position's term.
9. The Board may remove any member of the Committee at its sole discretion.

Resources:

1. The Governance Committee shall be provided sufficient budget to meet prior to the Board meetings.
2. Staff support as assigned by the CEO.
3. The Committee shall be provided sufficient resources to engage third parties as needed to assist with its mandate.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- 15: CEO PERFORMANCE AND COMPENSATION COMMITTEE

Date of Board Approval: October 27, 2007

Latest Revision: #2 March 26, 2015

The CEO Performance and Compensation Committee is a Standing Committee of the Board.

Mandate:

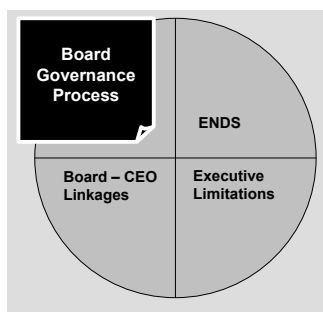
1. Prepare, for review by the Board, the summary evaluation report from the regular monitoring data and any other external inspection reports as completed in the current year.
 - a. The final summary evaluation is the CEO performance appraisal.
2. Subsequent to the Board's review, provide the summary evaluation report to the CEO.
3. Chair the meeting with the Board and the CEO to discuss the performance appraisal.
4. Ensure the Board confirms the completion of the performance appraisal.
5. Ensure the confidentiality and proper storage of the completed performance appraisal.
6. Suggest to the Board, CEO compensation for the subsequent year.
 - a. The suggestion for compensation shall be consistent with the employment contract and/or the criteria for CEO compensation.
7. Suggest to the Board modifications to the assessment criteria for the subsequent year.
8. Review its mandate on an annual basis in order to suggest any changes for the Board's consideration at the pre-NCC Board meeting.

Composition:

1. The Committee shall comprise of the Chair, the Vice Chair and the Chair of the Finance and Audit Committee.
2. The Board may also appoint other Governors.
3. The term of this committee is one year.
4. The Chair shall be the Chair of the Board of Governors.
5. The Board may remove any member of the Committee at its sole discretion.

Resources:

The CEO Performance & Compensation Committee shall be provided sufficient budget to meet prior to the Board meeting.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- 16: AWARDS AND HALL OF FAME COMMITTEE

Date of Board Approval: March 11, 2008

Latest Revision: #5 February 18, 2017

The Awards and Hall of Fame Committee is a Standing Committee of the Board.

Mandate:

1. Coordinate the criteria, eligibility, and nomination and selection procedures for all Curling Canada Awards including, but not limited to the following:
 - a. Canadian Curling Hall of Fame and Museum
 - b. Ray Kingsmith Award
 - c. Curling Canada Award of Achievement
 - d. Memorial Awards
 - e. 8-ENDER Recognition
 - f. Curling Canada Recognition Certificates
 - g. Honourary Life Members
 - h. President's Recognition Award
 - i. Volunteer of the Year Award
2. Annually review the criteria, eligibility, and nomination and selection procedures associated with Curling Canada Awards and ensure publication of a current version at the start of the curling season.
 - a. The Committee has the authority to pass rules and regulations and establish procedures for the general administration and selection of candidates to the Curling Hall of Fame, recipients of the Ray Kingsmith Award and the Curling Canada Achievement Awards.
 - b. The Committee shall ensure that current criteria and forms are posted on the Curling Canada web site.
3. Identify and suggest possible candidates for consideration to the Canadian Curling Hall of Fame and Museum and review candidates with candidates' MA's.



- a. The Committee shall ask the Curling Canada Board, the MA's, Curling Canada staff and outside resources like current HoF inductees for suggestions.
 - b. The Committee may strike an ad hoc sub-committee to consider nominations from special category groups.
 - c. In addition to receiving nominations from the Board and the MA's, the Committee shall accept nominations from curling clubs that are members of Curling Canada.
4. Annually review applications and/or determine recipients of the following awards:
 - a. Ray Kingsmith Award.
 - i. This award is presented on an "as earned" basis rather than an annual basis.
 - b. Awards of Achievement.
 - c. Honourary Life Members.
 - d. President's Recognition Award.
 - e. The Volunteer of the Year Award and Member Association finalists.
 5. Review requests for Memorial Awards and present suggestions to the Curling Canada Board for endorsement.
 6. Present to the Board for its approval the list of award recipients and Hall of Fame inductees.
 7. Ensure that records of curlers/teams are maintained and updated annually.
 8. Present a formal report to the delegates at Curling Canada's Annual General Meeting.
 9. Review its mandate on an annual basis in order to suggest any changes for the Board's consideration at the pre-NCC Board meeting.

Composition:

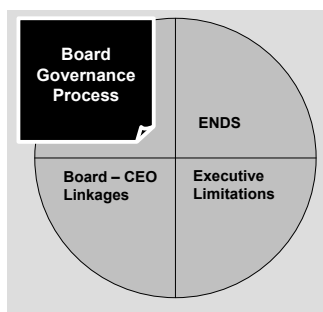
1. The Committee shall be comprised of:
 - a) Up to three Governors appointed by the Board; and
 - b) Up to two additional members who may be Member Association representatives OR individuals with relevant experience or expertise appointed from outside the Board of Governors.
2. As part of their education process, all newly-elected Governors shall have the opportunity to shadow this committee during their first year on the Board.
3. Committee members shall be named within 15 days of the post-NCC Board meeting.
4. The Board may appoint members from outside the Board of Governors.
 - a) Outside members shall be appointed for a one year term only or until the next NCC.
5. The Chair shall be chosen annually by the Board from among the Committee members.
6. Should a vacancy occur on the Committee among the three appointed Governors, for whatever reason, the Board shall appoint another Governor to complete remainder of the vacant position's term.



7. Should a vacancy occur on the Committee among the outside member(s), for whatever reason, the Board may appoint another Governor or qualified person to serve remainder of the vacant position's term.
8. The Board may remove any member of the Committee at its sole discretion.

Resources:

1. The Awards and Hall of Fame Committee shall be provided sufficient budget to conduct its activities through the year and to meet prior to the Annual General Meeting.
2. Staff support as assigned by the CEO
3. Historian or person who can provide reliable resource.
4. The Committee shall be provided sufficient resources to engage third parties as needed to assist with its mandate.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG-17: APPOINTMENTS SUGGESTION COMMITTEE

Date of Board Approval: May 6, 2008

Latest Revision: #8 June 28, 2015

The Appointments Suggestion Committee is a Standing Committee of the Board.

Mandate:

1. Suggest for the approval of the Board, appointments to Standing Committees, Ad Hoc Committees, Board Liaisons and Board Representatives to championships, competitions and external organizations.
 - a) The Appointments Suggestion Committee shall suggest to the Board:
 - i. Appointments to the following Standing Committees based on the composition and criteria defined in:
 - BG-13: Finance and Audit Committee
 - BG-14: Governance Committee
 - BG-15: CEO Performance and Compensation Committee
 - BG-16: Awards and Hall of Fame Committee.
 - BG-17: Appointments Suggestion Committee
 - ii. Appointments to Ad Hoc Committees based on criteria defined in BG-10: Representation and Appointments.
 - iii. Appointments as Board Liaisons and Board Representatives based on the composition and criteria defined in:
 - BG-9: Linkages with Owners
 - BG-10: Representation and Appointments
 - iv. Appointments for available positions on Standing Committees, Ad Hoc Committees, Board Liaisons and Board Representatives shall be made in consideration of the following:
 - Candidate's relevant qualifications and skills
 - Candidate's experience



- Candidate's ability to add value to the work of the committee or position

If the candidate is a Curling Canada Governor, appointments will also be made in consideration of the following

- Governor's preference
- Time remaining in a Governor's term
- Distribution of Curling Canada Board work load
- Board and Committee leadership succession

- b) A minimum of 30 days prior to the Annual General Meeting, the Appointments Suggestion Committee shall:
 - i. Advise the Board of all available positions on Standing Committees, Ad Hoc Committees and Board Liaison and Board Representation opportunities for the upcoming year.
 - ii. Request that all Board Members indicate in writing to the Committee, a minimum of 7 days prior to the pre-NCC Board Meeting, their preference(s) for serving in available positions, along with a synopsis of their skills and experience relevant to their preferences.
 - c) Following the close of nominations for election to the Board of Governors, the Appointments Suggestion Committee shall:
 - Advise candidates for the Board of Governors of all available positions on Standing Committees, Ad Hoc Committees, and Board Liaison and Board Representation opportunities for the upcoming year.
 - Request that candidates for the Board of Governors indicate to the Committee, in writing, a minimum of 3 days prior to the Annual General Meeting, their preference(s) for serving in available positions, along with a synopsis of their skills and experience relevant to preferences.
2. Present suggestions for appointments for the Board's consideration that enable the Board to confirm appointments within 15 days of completion of the AGM.
 3. Assist the Board in the presentation and management of the election of Board Officers. The Appointments Suggestion Committee shall:
 - a) At the Spring Board meeting, remind the Board that election of Officers will take place as the last item of business at the pre-NCC Board Meeting and review the election process. Board members seeking positions as Board Officers are asked to provide copies of their résumé and nomination letter from a board member to the Curling Canada CEO the month prior to the pre-NCC Board Meeting. Nominations will also be accepted from the floor.
 - b) At the beginning of the pre-NCC Board Meeting, suggest two independent persons to act as scrutineers for Board Officer Elections.
 - c) Ensure ballots are available for election.



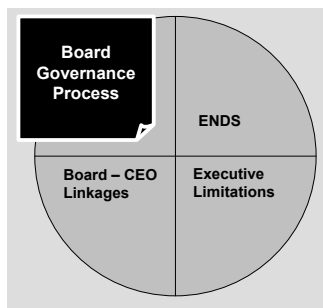
- d) Review By-Laws concerning the election process.
4. Review its mandate on an annual basis in order to suggest any changes for the Board's consideration at the pre-NCC Board meeting.

Composition

1. The Committee shall be comprised of 3 members: the Chair, the Vice Chair and Past Chair (if still on Board). In the case when the AGM is recessed, the Committee shall be comprised of 3 members: the Chair Elect, the Vice Chair Elect and the Chair.
2. Continuity in Committee membership from one year to the next is provided by the Vice Chair.
3. Committee members shall be named at the post-NCC Board meeting.
4. Should a vacancy occur on the Committee among the two appointed Governors, for whatever reason, the Board may appoint another Governor to complete remainder of the vacant position's term.
5. The Board may appoint additional Governors to the Committee at any time.
6. The Chair shall be the Chair of the Committee. However, in the case when the AGM is recessed, the Chair Elect shall be the Chair of the Committee.
7. The Board may remove any member of the Committee at its sole discretion.

Resources

1. The Committee shall be provided sufficient budget to consult via teleconference as needed to fulfill its mandate.
2. Staff support is assigned by the CEO, when requested by the Committee.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- 18: EXECUTIVE SESSIONS

Date of Board Approval: March 11, 2009

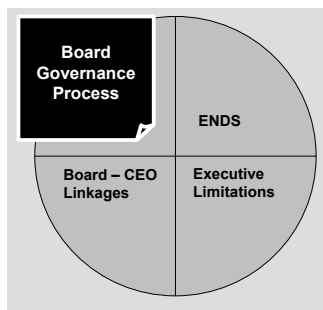
Latest Revision: #2 January 22, 2017

The Board is committed to conducting business in public view but recognizing situations arise where sensitive and confidential matters require private deliberation, those items may be considered in Executive Session under the following conditions:

1. A scheduled Executive Session shall be placed on the agenda of each face-to-face Board of Governors Meeting. Agenda items for a scheduled Executive Session must be received by the Chair twenty-four hours prior to the scheduled start time of the meeting. Should no legitimate agenda item requests be received, the scheduled Executive Session will be deemed unnecessary.
2. A special Executive Session shall be called:
 - a. At the discretion of the Chair, after vetting the topic(s).
 - b. At the request of the CEO, if deemed appropriate by the Chair.
 - c. Upon receipt by the Chair of a request, in writing, signed by not less than three (3) Curling Canada Governors.
3. The agenda for “Board only” Executive Sessions shall include the following item(s) exclusively:
 - a. Annual Meeting with Curling Canada Auditor.
 - b. CEO Annual Performance Appraisal.
 - c. CEO Compensation.
 - d. CEO conduct or legal issues involving the CEO.
 - e. CEO Succession
 - i. Founded on unsatisfactory CEO performance or conduct.
 - ii. To consider CEO recommendations for CEO succession.
 - f. Board practices, conduct or performance.
4. The agenda for “Board and CEO” Executive Sessions shall include the following item(s) exclusively:
 - a. Legal Issues
 - b. Major strategic and business issues
 - c. Crisis Management
 - d. Roles, responsibilities and expectations of the Board and the CEO
 - e. Property acquisitions or disposals
 - f. CEO or Senior Staff Succession



- g. Matters of a confidential nature of which disclosure could reasonably be expected to be harmful to:
 - i. Personal privacy, including human resource issues and matters pertaining to individuals or where individuals may become identified
 - ii. Individual and/or public safety
 - iii. Business interests of a third party
 - iv. Financial or economic interest of Curling Canada and/or its affiliates
 - v. Policy advice as provided in the Freedom of Information and Protection of Privacy Act
5. Confidentiality shall be maintained by everyone participating in an Executive Session, respecting all discussions undertaken by the Board and invited participants.
6. Final decisions of the Board arising from Executive Sessions and any subsequent actions must be taken at a duly constituted Board meeting.
7. During Executive Sessions, the Board, at its sole discretion, may include persons who it determines may add value to its discussions and deliberations.
8. If the Executive Session is an informal discussion, details of meeting discussion may not be necessary. If the Executive Session contributed to a board decision about a specific sensitive or contentious agenda item, the records of the meeting discussion may be necessary. At the conclusion of each Executive Session, the Chair shall place all notes from that session in a sealed, dated, and signed envelope AND a decision by the Board shall be made on the degree of confidential storage required for notes from that session.
Executive Session notes, and **confidential documents reviewed during Executive Sessions, such as court documents, written legal opinions or contracts shall be retained and stored using an appropriate level of security and confidentiality as determined by the Board. This MAY include storing these notes and documents with legal counsel.** Curling Canada legal counsel shall be instructed to release notes from Executive Sessions only if the request includes a motion of the Board or if required by law. The administrative procedure regarding taking, identifying and storing notes AND destruction of such notes is outlined in BG-18 A: Executive Session – Retention of Notes Process.
9. The CEO shall be advised promptly by the Chair of agenda items of “Board Only” Executive Sessions but not the details of any discussions which occurred during those sessions.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- 18 A: EXECUTIVE SESSIONS – RETENTION OF NOTES – PROCESS

Date of Approval: January 22, 2017

In accordance with BG-18: Executive Session, when the necessity for notetaking an Executive Session arises, the following Retention of Notes Process outlines the procedure to be administered. The steps provided will guide the workflow of the details of meeting discussion, the category of record, the storage specifications and the disposal of such notes.

STEP 1: DETAILS OF MEETING DISCUSSION:

1. If the Executive Session contributed to a board decision about a specific sensitive or contentious agenda item, the records of the meeting discussion may be necessary.
2. If details of meeting discussion are to be recorded, the Chair shall be responsible to take notes by hand OR to designate another Governor to take notes on his/herself behalf to allow the Chair to concentrate on the topic. All notes will be given to the Chair at the end of the discussion. Notes of the Executive Session should include the general substance of the meeting discussion ONLY and are NOT attached to the Board meeting minutes. In addition the notes should include when the Board went into Executive Session and when the Board concluded the session. For example: “The executive session began at 10:15 am and ended at 10:45 am.”
3. At the conclusion of each Executive Session, the Chair shall place all notes from that session in a sealed, dated and signed envelope AND a decision by the Board shall be made on the identification of the general retention classification and confidential storage from that session.
4. Executive Session notes, and confidential documents during Executive Sessions, such as court documents, written legal opinions or contracts shall be retained and stored using an appropriate level of security and confidentiality as determined by the Board. This MAY include storing these notes and documents with legal counsel.

STEP 2: RETENTION CATEGORY LABEL:

5. The Chair must label each of the individual session envelopes in order to ensure the appropriate confidential storage and respective disposal requirements are identified. Each specific Executive Session (ES) envelope shall be marked and classified with one of the general category as per paragraph 6 below.
6. The subsequent selection of Class for the ES envelopes will further identify the relevant safekeeping and disposal conditions as listed below:
 - a. Class A – Specific Sensitive Information – Retention Period: 5 years;
 - b. Class B – Crisis Management – Retention Period: 5 years; and



- c. Class C – CEO Conduct or Legal Issues involving the CEO – Retention Period: 7 years after close of matter and/or with advice from Curling Canada legal counsel.
7. In addition, each ES envelope must log the following details on the front of the envelope:
 - a. Curling Canada Board of Governors – Executive Session _____ date;
 - b. Class A or Class B or Class C – appropriate Class to be specified accordingly;
 - c. Notes taken by _____ (name of Governor); and
 - d. Submitted by Chair _____ (name of Chair).
 8. Before submitting any ES envelopes for safekeeping, the Chair may choose to retain all envelopes during his/her tenure of office, in order to enable access to any notes should the need arise. However, there is a requirement for the annual submission of all ES envelopes at the end of the Chair’s term of office. Details are provide in Step 3 below.

STEP 3: ANNUAL SUBMISSION:

9. All envelopes containing Executive Session notes are to be included in a single category package, with the exception of session notes which the Board has decided to store at the office of legal counsel as per paragraph 4 above, which would be prepared separately.
10. The ‘annual’ Executive Sessions package should be identified as the package with the relevant “x”-year and sealed, dated and signed by the Chair, including the specific dates of all Executive Session packages included within. An additional note will be included indicating that session notes for ‘x’-date have been stored at the office of legal counsel.
11. Annual Submission Label for Executive Session Package(s) by each Class of record:
 - a. Curling Canada Board of Governors – Executive Session _____ year;
 - b. Appropriate Class to be specified:

Class A: Specific Sensitive Information	Retention Period: 5 years
Class B: Crisis Management	Retention Period: 5 years
Class C: CEO Conduct or Legal Issues	Retention Period: 7 years and/or with advice from Curling Canada legal counsel.

- c. Date of each session to be listed;
- d. Submitted by Chair _____(name of Chair); and
- e. Signature: _____(Chair’s signature).

STEP 4: SAFEKEEPING

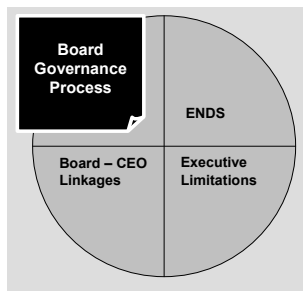
12. The sealed ‘annual’ Executive Sessions package will be submitted to the CEO at the conclusion of the Chair’s term. At that time, any individual session packages which the Board has determined require an additional level of confidential storage will be stored as soon as practical thereafter with the Curling Canada Legal Counsel.



13. Once the ‘annual’ Executive Sessions Package has been submitted, the next Board meeting shall confirm that the relevant documents are reported and recorded in the minutes.

STEP 5: DISPOSAL OF STORED MATERIALS:

14. It is appropriate for aged material, included Executive Session notes, to be shredded or otherwise destroyed on a scheduled basis. Unless otherwise determined by the Board, the following schedule is recommended:
 - a. For materials stored with the Curling Canada office:
 - i. Executive Session notes - retain for five (5) years; and
 - b. For materials stored at Curling Canada legal counsel office:
 - i. Executive Session notes - retain for seven (7) years.
15. The goal of an information retention and disposition program is to ensure that a record is identified appraised and maintained for an appropriate period of time in such a way that it is accessible and retrievable. It is disposed of – either destroyed or transferred for permanent preservation – at the end of the total retention period.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG-19: BOARD GIFTING POLICY AND PROCEDURES

Date of Board Approval: June 17, 2009

Latest Revision: #1 September 23, 2012

Curling Canada conducts its business with the highest level of integrity including the practice of exchanging gifts, meals and other forms of entertainment or gratuities. At all levels of the organization, Curling Canada relies upon individual judgment, guided by Board policies, in determining whether the exchange of entertainment, gifts or hospitality is necessary and reasonable.

Purpose & Application

This policy provides the standards and limitations governing the acceptance of entertainment, hospitality and gifts by Curling Canada Governors from any person, organization or agency related to, or associated with Curling Canada's business activities.

Scope

This policy applies to all Curling Canada Governors and is over and above the Board's Recognition Policy

Responsibility

All Curling Canada Governors are responsible to comply with this policy and the Board Gifting Standards which are found in the Board Manual of Standards.

The Governance Committee is responsible for communication of this policy to all Curling Canada Governors and for ensuring that each Curling Canada Governor is aware, understands and complies with this policy.

Gifts

Gifts have no role in the business process other than to acknowledge or enhance a relationship or promote the giver's enterprise by incorporating a logo or message on a promotional item.

It is Curling Canada policy that Curling Canada Governors, when carrying out their duties as authorized by the Board may give and receive appropriate, lawful gifts in connection with their Curling Canada work provided that all such gifts are nominal in value (defined as under \$500 Canadian in value annually) and not given or received with the intent or prospect of influencing the recipient's business decision-making.

Gifts which are greater than the prescribed value should be politely declined and returned to the sender / giver in a timely manner, except, in the rare circumstance where it would be awkward,



culturally inappropriate, or viewed as insulting to decline or return such a gift. In these cases, the gift shall be declared to the Governance Committee as soon as possible to determine an appropriate course of action.

Standards of Gift / Entertainment Exchange

Standards to follow regarding the allowable exchange of gifts:

- The gift or entertainment is customary and reasonable in value.
- There is a legitimate business purpose associated with the exchange.
- The exchange is in support of Curling Canada business and not just for the Governor's well-being.
- No perceived or actual obligation is created as a result of the exchange.

Standards to follow regarding inappropriate exchange of gifts or entertainment:

- Avoid giving or receiving gifts that influence or give the appearance of influencing business judgment.
- Avoid receiving any item prior to or during a Curling Canada competitive event bid process from a bidder whether the Curling Canada Governor is involved in the tender process or not.
- Avoid receiving gifts that exceed a maximum value of \$500 Canadian annually.

Exceptions

Specific exceptions to the above standards are:

- 1) A Curling Canada Governor is in a position whereby he/she is given a gift which would be culturally or politically inappropriate to not accept. Under such a circumstance the gift must be declared to the Governance Committee as soon as possible so that an appropriate course of action can be determined based on the gift and circumstances.
- 2) The \$500 Canadian annual limit does not apply to meetings or visitations which are related to Curling Canada business-related travel. This includes transportation, accommodation, meals, and/or typical offerings which can be part of a hosting organization, sponsorship arrangement, or partner of Curling Canada**

** Some acceptable examples include:

- Commemorative rings presented to Championship Liaison and Curling Canada Chair by Kruger Products.
- All exceptions must be in the best interests of Curling Canada.
- Prize(s) from raffle tickets purchased by Curling Canada Governor(s) while attending events on behalf of Curling Canada.

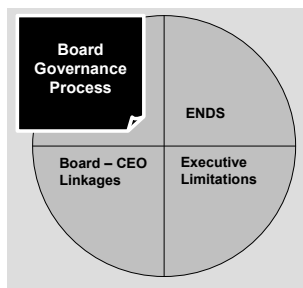
Winnings:

In the case where a Curling Canada Governor, in the course of their duties, is attending an event at the expense of Curling Canada and a raffle prize is won where the ticket was included in the cost of attending, the Curling Canada Governor shall advise the Governance Committee as soon as possible so that an appropriate course of action can be determined based on the prize and its value.

Communication of Issues



If a Curling Canada Governor has any doubt about whether it is appropriate to accept a gift, entertainment, or hospitality, then they must promptly disclose the situation to the Governance Committee. This will ensure appropriate guidance is sought before taking any action. Generally, by receiving approval from the Governance Committee, the Curling Canada Governor will gain protection from any charges of violating this policy and from any appearance of impropriety.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG-20: BOARD RECOGNITION POLICY

Date of Board Approval: June 17, 2009

Latest Revision: #6 March 9, 2016

This policy provides the standards and limitations governing the recognition of past Curling Canada (CC) Governors, past Canadian Curling Association (CCA) Directors and past Canadian Ladies Curling Association (CLCA) Directors.

The Governance Committee is responsible for communication of this policy to all Curling Canada Governors and for ensuring that each Curling Canada Governor is aware, understands and complies with this policy. Information on allowances for current Governors can be found in the Board of Governors Operating Manual Standards and Guidelines.

1. Recognition given to past Governors, past CCA Directors and CLCA Directors:

a. Past Governors:

After completing his/her term on the Curling Canada Board, a past Governor is offered two (2) complimentary arena ticket packages for one of the following events in any given season:

- Canadian Men's Curling Championship
- Canadian Women's Curling Championship
- Canadian Curling Trials
- Canadian Junior Men's and Women's Curling Championships
- Canadian Mixed Championship
- Canadian Senior Men's and Women's Curling Championships
- Canadian Wheelchair Curling Championship
- Canadian Mixed Doubles Championship
- Canada Cup
- Continental Cup (when hosted in Canada)
- World Men's/Women's Championship (when hosted in Canada)

b. Past CCA and CLCA Directors/Board Members:

All past CCA and CLCA Board Members will be offered two (2) complimentary arena ticket packages for one of the above events in any given curling season.

c. Complimentary packages cannot be transferred and are not refundable.

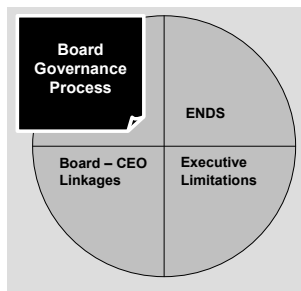
d. In addition, they shall be offered one (1) complimentary ticket to the event's opening and closing social functions with an option to purchase an additional ticket for their guest. The Sponsors' Lounge access is not included as part of the social package.



- e. At the completion of the full term of office, all Governors will receive a Curling Canada “Past Governor” lapel pin/medallion and, while supplies last, a CCA “Past Governors” lapel pin/medallion.
- f. Commencing April 1, 2015, a Governor who is unable or does not complete their term of office will receive a recognition gift from Curling Canada for their work on the Board of Governors. The former Board Members will not be eligible for the ticket packages or the lapel pin/medallion.

2. Luncheon in recognition of Past CCA and CLCA Presidents, Past Board Chairs and Past Governors or Directors who complete their term:

- a) Held at Men’s and Women’s Championships (Brier and Scotties Tournament of Hearts)
- b) Hosted by the current Curling Canada Championship Liaison.
- c) Guest list will be restricted to any of the following who are not currently sitting on the Board: Past Presidents, Past Board Chairs, Past Governors and Past Directors as well as the Curling Canada CEO and Curling Canada Chair (if either or both are in attendance).
- d) Confirm budget allocation to determine budgeted amount for this luncheon.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

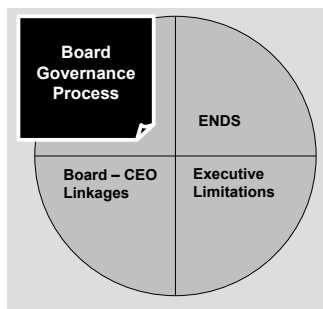
BG-21: CHARITABLE PARTNER

Date of Board Approval: January 20, 2011

Latest Revision: #1 February 1, 2014

Curling Canada is a non-profit organization which undertakes its own fundraising initiatives to support and develop curling in Canada. Although these initiatives are our top priority and mandate, Curling Canada also recognizes the importance of being a good community citizen. Curling Canada believes outside charitable efforts help Curling Canada be a good community citizen. As such, the purpose of this policy is to outline the official “Charitable Partner” guidelines of Curling Canada.

1. A “Charitable Partner” is defined as a partnership between Curling Canada and a registered charity in good standing with the Canada Revenue Agency (CRA) which is mutually beneficial to both parties.
2. The charities that currently have the official status of “Charitable Partner” of Curling Canada is:
 - a) The Sandra Schmirler Foundation
3. The Board of Governors may select one or more charities as having official “Charitable Partner” status.
4. The Board of Governors have the right to grant or remove the official status of “Charitable Partner” at any time.
5. Curling Canada may allow an official “Charitable Partner” to conduct fundraising opportunities at Curling Canada’s Season of Champions events, as approved by Curling Canada.
6. The “Charitable Partner” is responsible for the organization of and conducting of any fundraising opportunity. The “Charitable Partner” is also responsible for any provincial or territorial requirements associated with the fund raising opportunity.
7. While Curling Canada will assist the “Charitable Partner” with fundraising opportunities when reasonably possible, the “Charitable Partner” must agree that Curling Canada will not be responsible for losses incurred by the “Charitable Partner” as a result of any fundraising opportunity.
8. Any additional fundraising opportunities that involve Curling Canada that are not covered by points one through six of this policy must be approved by Curling Canada.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- APPENDIX 1: GOVERNOR'S PROFILE

Date of Board Approval: October 27, 2007

Latest Revision: #4 January 17, 2013

Purpose

The purpose of the Governor's Profile is to assist Member Associations when considering who to nominate to the CCA Board of Governors.

Attributes of an ideal Governor (in no particular order)

- **A broad range of experience in curling**

A person who is experienced in several of the following areas: an athlete, event organizer, club and provincial/territorial administrator, coach, official, icemaker. This will help a Governor appreciate the perspectives needed to consider the development of governance policies.

- **An open link to ownership group**

A person who is open and willing to hear comments and concerns of the owners; identifying with the whole ownership rather than the segment from which they personally come; having structured contact with owners.

- **An understanding of the various organizations and groups in the curling community and their interconnections**

A person who is knowledgeable of the diversity of perspectives within the curling community and how the segments interact with each other

- **Strategic, big-picture orientation**

A person who is able to see the possibilities of the future as well as the realities of the present-day; is capable of focusing on longer-term issues and foregoing the comfort and easier familiarity of the short-term; views the whole as more than the sum of its parts.

- **Conceptual outside-the-box thinker**

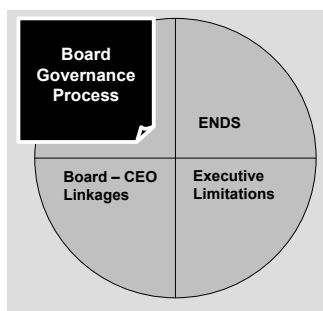
A person who is able to go beyond making single-event decisions and seeing the values that form the basis for decisions; is capable of reframing ideas and living with some degree of ambiguity as decisions evolve over time.

- **Team player**

A person who is able to engage in debate and support other Board members in airing different points of view while staying committed to speaking with a single voice.



- **Demonstrate moral courage**
A person who is able to stand their own ground to preserve Board discipline, raise uncomfortable issues, and challenge process, information and groupthink.
- **Comfortable with exercising the authority of leadership and delegating leadership –**
A person who is able to use authority responsibly and lead leaders. This person should be able to address large groups of people in different settings (i.e. including public speaking, socializing with dignitaries, public relations, etc.).
- **Experience in organizations of similar program and budgetary scope**
A person who is able to appreciate the complexity and scale of the association's mission
- **Time to work effectively**
A person who is able to be a full participant of a Policy Governance Board requires the willingness to maintain active contact with, and be accessible to, owners and stakeholders; to stay current with emerging issues; to prepare in advance and to be present at all meetings.
- **Experience in current computer and technology trends**
A person who is comfortable in communicating effectively, utilizing current computer and technology programs and services. Computer literacy, including effective working skills of MS Word, Excel, PowerPoint and email are required.
- **Dealing with conflict resolution**
A person who is able to use personal judgment, experience and initiative to develop effective, professional, respectful and constructive solutions in a team setting to challenges and obstacles as may be presented.



Board of Governors Policy

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- APPENDIX 2: ANNUAL MEETING AND AGENDA

Date of Board Approval: September 13, 2008

Latest Revision: #10: November 22, 2015

	Post NCC Mtg.	Sept. Call	Fall Retreat	Nov. Call	Dec. Call	Jan. Call	Feb. Call	March Face-to-Face	April Call	May Call	June Face-to-Face	July Call	Aug. Call	Sept. Call
Declaration of conflict of interest	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review Board Action list	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Executive Session as required (only mandatory sessions are noted in schedule).			✓					✓	✓		✓			
Consent Agenda (scheduled as required)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Board meeting self-evaluation			✓					✓	✓		✓			
Signed Code of Conduct	✓		✓											
Review of Ends Policies														
Annual plan for consultation with owners		✓												
Annual communication plan		✓												
Review of Board Governance Process policies (on-going)														
Review of Board-CEO Linkages policies (on-going)														
Review of Executive Limitations policies (on-going). Finance to review EL-1 and EL-3									✓					
Appointment of Governors to representation roles		✓												
Appointment of Board Committees		✓												
Review of duration of attendance of Championship Liaison at events		✓												
Presentation of Standing Committee annual agenda – ongoing as required			✓											
Annual linkages plan		✓												
Staff presentations (if required)			✓					✓			✓			
Board Governance education	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Board development (non-Governance-scheduled as required)														
Review of CEO performance/remuneration											✓			
Board Annual Self-Assessment (Due at Sept. 2015 AGM)											✓	✓	✓	✓
Priority Setting of Ends – Quadrennials (Next Due 2016-17)			✓											
CEO Monitoring Reports														
Global EL											✓			✓
EL-1: Financial Conditions & Activities											✓			✓



	Post NCC Mtg.	Sept. Call	Fall Retreat	Nov. Call	Dec. Call	Jan. Call	Feb. Call	March Face-to-Face	April Call	May Call	June Face-to-Face	July Call	Aug. Call	Sept. Call
EL-2: Business & Financial Planning											✓			✓
EL-3: Asset Protection											✓			✓
EL-4: Treatment of Staff and Volunteers				✓										
EL-5: Compensation & Benefits					✓									
EL-6: Treatment of Customers & Stakeholders						✓								
EL-7: Communication & Support to the Board				✓										
EL-8: Emergency CEO Succession					✓									
EL-9: Public Image							✓							
EL-10: Partnerships/Alliances									✓					
EL-11: Championships, Competitions & Events									✓					
EL-12: Disputes, Grievances and Appeals									✓					
Global End				✓										
E1: Members				✓										
E2: Curling Enthusiasts				✓										
E3: Equal Opportunity to Access Canadian Championships				✓										
E4: Host Communities						✓								
E5: International Teams									✓					
Board Self-Evaluation Reports														
BG-1: Governing Style *														✓
BG-2: Board Job Description *														✓
BG-3: Board Planning Cycle & Agenda Control *														✓
BG-4: Chair's Role *														✓
BG-5: Vice-Chair's Role *														✓
BG-6: Code of Conduct														✓
BG-7: Conflict of Interest														✓
BG-8: Consultation with Owners														✓
BG-9: Linkages with Owners														✓
BG-10: Representation & Appointments														✓
BG-11: Cost of Governance														✓
BG-12: Board Committee Principles *														✓
BG-13: Finance & Audit Committee														✓
BG-14: Governance Committee														✓
BG-15: CEO Performance & Compensation CTE														✓
BG-16: Awards & Hall of Fame Committee														✓
BG-17: Appointments Suggestion CTE														✓
BG-18: Executive Sessions														✓
BG-19: Board Gifting Policy and Procedures														✓
BG-20: Board Recognition Policy														✓
BG-21: Charitable Partner														✓

Board Self-Evaluation Reports



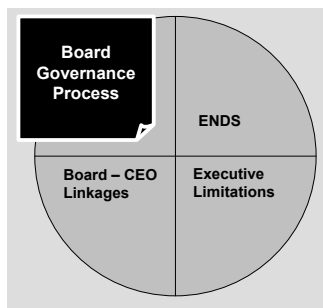
	Post NCC Mtg.	Sept. Call	Fall Retreat	Nov. Call	Dec. Call	Jan. Call	Feb. Call	March Face-to-Face	April Call	May Call	June Face-to-Face	July Call	Aug. Call	Sept. Call
BCL-Global General Board-CEO Linkage														✓
BCL-1: Delegation to the CEO														✓
BCL-2: Accountability to the CEO														✓
BCL-3: CEO Job Description														✓
BCL-4: Monitoring of CEO Performance														✓
BCL-5: CEO Annual Performance Appraisal														✓
BG-Appendix 2 Annual Meeting and Agenda	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

NOTE (1)

Board Self-Evaluation of policies marked with * are included in the Annual Board Self-Assessment Questionnaire. Governors complete the questionnaire for the Pre-NCC meeting. The self-evaluation results shall be included as an agenda item for review at the Fall Retreat.

NOTE (2)

THIS DOCUMENT, BG-APPENDIX 2: ANNUAL MEETING AND AGENDA, MUST BE CONSISTENT WITH BG-APPENDIX 4: BOARD SELF EVALUATION PLAN



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

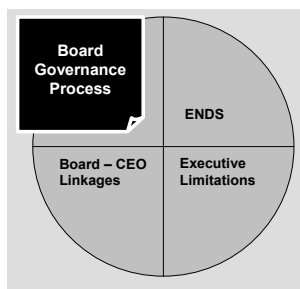
BG- APPENDIX 3: MEETING AGENDA TEMPLATE

Date of Board Approval: June 13, 2008

Latest Revision: #1 March 7, 2010					
TIME	AGENDA ITEM	CATEGORY	REFERENCE	LEAD	
Indicate start time for item	Identify the subject matter of the agenda item	Policy category	Policy reference	Governor	
DAY MONTH DATE, YEAR – LOCATION					
	1. Declaration of conflict of interest				
	2. Review Board Action list				
	3. Consent Agenda (as required)				
	4.				
	5.				
	R E C E S S for the day				
DAY MONTH DATE, YEAR – LOCATION					
	6. Executive Session (if necessary)				
	7.				
	B R E A K				
	8.				
	9.				
	L U N C H				
	10.				
	11.				
	B R E A K				
	12.				
	13.				
	14. Mid-Meeting Check-In for Improvement				
	R E C E S S				



TIME Indicate start time for item	AGENDA ITEM Identify the subject matter of the agenda item	CATEGORY Policy category	REFERENCE Policy reference	LEAD Governor
DAY MONTH DATE, YEAR – LOCATION				
	15.			
	16.			
	B R E A K			
	17.			
	18.			
	L U N C H			
	19.			
	20.			
	B R E A K			
	21.			
	22.			
	23. R E C E S S			
DAY MONTH DATE, YEAR – LOCATION				
	24.			
	25.			
	B R E A K			
	26.			
	27.			
	L U N C H			
	28.			
	R E C E S S F O R D A Y			
DAY MONTH DATE, YEAR – LOCATION				
	29. Off the Record			
	B R E A K			
	30. Member Association Governance Items			
	31. Board Meeting Self-Evaluation			
	32. Review of confidential items			
	A D J O U R N M E N T			



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- APPENDIX 4: BOARD SELF-EVALUATION PLAN

Date of Board Approval: April 23, 2009

Latest Revision: #8 January 15, 2015

Board Self-Evaluation - Board Governance Process Policies

Policy	Method	Timing	Responsible
BG-1: Governing Style	Annual Board Self-Assessment Questionnaire	Sept. 25	Governance Committee
BG-2: Board Job Description			
BG-3: Board Planning Cycle and Agenda Control			
BG 4: Chair's Role			
BG-5: Vice-Chair's Role			
BG-12: Board Committee Principles	Planning Session	Fall meeting	
BG-6: Code of Conduct	Cumulative Assessment + BG-1 Self Assessment Questionnaire	Sept. 25	Vice-Chair
BG-7: Conflict of Interest	Written Assessment	Sept. 25	Vice-Chair
BG-8: Consultation with Owners	Written Assessment	Sept. 25	Chair
BG-9: Linkages with Owners	Written Assessment	Sept. 25	Chair
BG-10: Representation and Appointments	Written Assessment	Sept. 25	Appointments Suggestion Committee
BG-11: Cost of Governance	Written Assessment	Sept. 25	Governance Committee
BG-13: Finance & Audit Committee	Written Assessment	Sept. 25	Finance & Audit Committee
BG-14: Governance Committee	Written Assessment	Sept. 25	Governance Committee
BG-15 CEO Performance and Compensation Committee	Written Assessment	Sept. 25	CEO Performance and Compensation Committee
BG-16: Awards and Hall of Fame Committee	Written Assessment	Sept. 25	Awards and Hall of Fame Committee
BG-17: Appointments Suggestion Committee	Written Assessment	Sept. 25	Appointments Suggestion Committee

BOARD OF GOVERNORS PROCESS POLICIES

BG-APPENDIX 4: BOARD SELF EVALUATION PLAN

Board Policy Registry (Page 87 of 130)



BG-18: Executive Sessions	Written Assessment	Sept. 25	Chair
BG-19: Board Gifting Policy and Procedures	Cumulative Assessment	Sept. 25	Governance Committee
BG-20: Board Recognition Policy	Cumulative Assessment	Sept. 25	Governance Committee
BG-21: Charitable Partner	Cumulative Assessment	Sept. 25	Sandra Schmirler Liaison

Board Self-Evaluation - Board – CEO Linkages Policies

Policy	Method	Timing	Responsible
BCL-Global General Board-CEO Linkage	Written Assessment	Sept. 25	Chair
BCL-1: Delegation to the CEO	Written Assessment	Sept. 25	Chair
BCL-2: Accountability to the CEO	Written Assessment	Sept. 25	Chair
BCL-3: CEO Job Description	Written Assessment	Sept. 25	CEO Performance and Compensation Committee
BCL-4: Monitoring of CEO Performance	Written Assessment	Sept. 25	CEO Performance and Compensation Committee
BCL-5: CEO Annual Performance Appraisal	Written Assessment	Sept. 25	CEO Performance and Compensation Committee

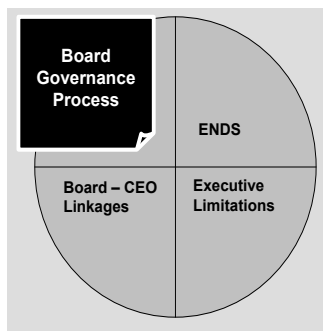
Written Assessment: Assigned Governor /Board Committee will:

- Use the form below adapted for the specific policy
- Complete an evaluation of Board's compliance with policy
- Provide a report for Board review and discussion.

Cumulative Assessment: Assigned Governor/Committee will:

- Use the form below adapted for specific policy
- Collect feedback from Board members
- Provide a summary report for Board review and discussion.

Policy Section, Item or Words	Have we acted consistently with this item of the policy?	Specific representative examples to support your response
	Always Most of the time Some of the time Rarely Never	



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG- APPENDIX 5: AD HOC COMMITTEES' TERMS OF REFERENCE

Date of Board Approval: March 11, 2009

Latest Revision: #2 September 24, 2013

Terms of Reference

committee name

Background

- *information on why the committee is being created*

Objective

- list the objectives the committee will accomplish

Authority/Limits of the Committee

In accordance with Curling Canada governance policies, in particular BG-12.

list any additional authority or limits for the committee

Duration/Timelines

- list the expected duration and detailed timelines of the committee

Composition

- Chair of the Curling Canada Board of Governors (ex-officio)
- **xx** Curling Canada Governors
- A member of the Curling Canada Board of the Governors will Chair this Committee
- *list any additional composition*

Reporting Requirements

- Regular reporting to the Board of Governors
- Regular reporting to the Member Associations
- Prepare and present a report with suggestions to the Curling Canada Board of Governors, including options available and associated impacts.
- Provide the committee's final report to the Member Associations in advance of the NCC/AGM and schedule appropriate time to consider and discuss the committee's final report during the NCC/AGM (if required)
- *any additional reporting requirements*



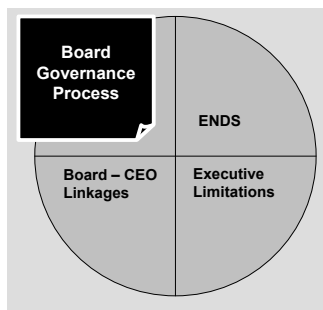
Support

- The CEO will make available staff resources to the committee as needed to complete its mandate including but not limited to **list staff/contractors required**
- Consultation according to BG-8
- The work of this committee will be done by teleconference calls or by electronic means
- Resources as assigned to the committee
- **list any additional support required**

Legend:

RED - replace with appropriate information required

items in black are to remain for each committee as the standard



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

BG APPENDIX 6: SANDRA SCHMIRLER FOUNDATION

RECRUITMENT GUIDELINES

Sandra Schmirler Foundation **Competency Matrix**

Technical Competencies

Board of Director

Have actively participated (including regular attended meetings) on at least three (3) different Corporate, Government or Not for Profit Boards that held a minimum of quarterly meetings.

Finance – Accounting

Obtain and maintained professional designation (CA, CMA) and a minimum of 10 years experience.

Investment Management

Chaired an investment committee with a portfolio of at least \$1M for a not for profit, for profit or government organization.

Legal Expertise

Obtained and maintained a professional designation (LLB) and has a minimum of 10 years experience.

Human Resource Management

Obtained and maintained a professional designation (CHRP) and has a minimum of 10 years experience.

Information Technology Management

Obtained and maintained a professional designation and has a minimum of 10 years experience.

Marketing

Obtained and maintained a professional designation and has a minimum of 10 years experience

Business Leadership

Has served as a President or CEO of a major Canadian corporation

Strategic Planning

Has been a key member in setting long term direction for large organization or corporation.

Fundraising

Played a major and active role in a capital campaign of \$5M or more



Donation Request

Has identified companies and/or individuals that have the potential to become significant partners and secure their support. Have participated in preparing and executing asks for major gifts.

Foundation Granting

Minimum five years experience in sourcing and preparing grant applications

Personal Competencies

Stature in Curling Community

Has competing in a National event (athlete) and/or has served on the Board of Curling Canada and/or chaired a National event.

Community Relationships

An active participant in community events and is well known and respected in their community.

Corporate Relationships

Must understand how businesses work and what they seek to achieve when dealing with a charity, and be able to cultivate senior business people with a view to securing their long term support.

Behavioral Competencies

(to be completed by the Governance Committee)

Personal Leadership

Behaviors are consistent with the ethics and values of the Foundation

Teamwork

Fosters and facilitates teamwork by initiating collaboration with others, assuming additional responsibilities to facilitate the achievement of goals.

Initiative

Suggests ways to achieve better results of add value and acts on opportunities to improve organizational processes.

Organizational Awareness

Demonstrates broad and in-depth understanding of the political, social and economic contexts in which the organization operated.

Planning and Organizing

Plans and organizes activities to accomplish outcomes by setting timelines and steps.

Interactive Communication

Maintains continuous, open and consistent communication with others; listens actively and objectively.



SANDRA SCHMIRLER FOUNDATION

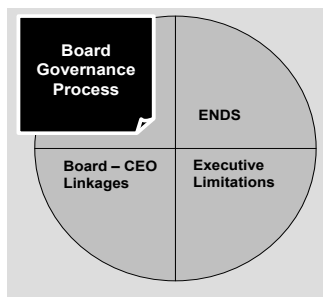
Director Self Assessment Matrix

August 2008

Director's Name	Skills and Experience											Personal Competency			
	Previous board experience	Accounting/Finance	Investment management	Legal Expertise	Human Resource Management	I.T. Management	Marketing/Branding	Business Leadership	Strategic Planning	Fundraising	Donation Request	Foundation Granting	Stature in curling community	Community Relationships	Corporate relationships

Please refer to the attached competency descriptions. Comparing this, place an “X” in the areas where you meet the criteria.

Information gathered will be used only for the purpose of selection to the Board of Directors and consideration for committee assignments.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

**BG- APPENDIX 7: CURLING CANADA GOVERNORS CONFLICT
OF INTEREST**

Approved: July 29, 2010

Revision #1: November 22, 2015

CURLING CANADA GOVERNORS CONFLICT OF INTEREST

The Curling Canada Board has determined that there are circumstances which may put a Governor in a conflict of interest situation and which we must therefore avoid. This policy has been created to assist a Governor in recognizing roles which may put them and Curling Canada in positions of real, potential or perceived conflict. Governors must declare and identify their involvement in any of the following roles when completing and signing the annual Governors Code of Conduct at post-NCC Board meeting. Throughout a Governor's term, the same "declaration and identification" would be required.

1. Association Members and/or Affiliates:

- a) A Governor shall refrain from assuming the following roles in relation to Member Associations and/or Affiliates including sponsors or any organization who receives financial support from Curling Canada as a result of Curling Canada events.

These roles include:

- President/Chair of a Member Association,
- Current Past President/Chair of a Member Association,
- Voting Board of Director of a Member Association,
- Paid staff of a Member Association,
- Any other position that may be in conflict should be vetted by the Curling Canada Vice-Chair.

2. Provincial/Territorial Playdowns:

- a) A Governor shall refrain from assuming the following roles in relation to Provincial/ Territorial Playdowns (affiliates operated events) which lead to a Curling Canada-operated National event. Events include Winter Games (ie. Arctic, Provincial/Territorial, etc)

These roles include:

- Any group or committee working to secure the right to host a Provincial/Territorial playdown,
- Chair, Vice-Chair or a member of the host committee executive,
- Paid event staff; and
- Any other position that may be in conflict should be vetted by the Curling Canada Vice-Chair.

- b) Any role being considered by a Governor in relation to a provincial/territorial playdown which does not lead to a national event should be vetted by the CC Vice Chair.



3. Curling Canada Championships & Events:

- a) A Governor shall refrain from assuming the following roles in relation to:
- Curling Canada operated championships, competitions & events,
 - Canada Winter Games,
 - University Games,
 - International (WCF); and
 - Olympics (Para-Olympics, Youth Olympics).

These roles include:

- Any group or committee working to secure the right to host an event,
- Chair, Vice-Chair or a member of the host committee executive,
- Paid event staff; and
- Any other position that may be in conflict should be vetted by the Curling Canada Vice-Chair.

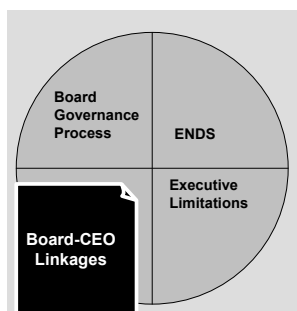
- b) When in doubt the Governor must immediately declare the situation or circumstances to the Curling Canada Vice Chair who will advise the Curling Canada Board to review the matter. If in a conflict position, a Governor shall remove himself/herself from any meeting, discussion, participation in or voting on the matter in conflict until such time as the Curling Canada Board has determined that the conflict no longer exists.



**Curling Canada
Board of Governors**

Policy Type: Board – CEO Linkage

Policy Number	Policy Name	Approved/Revised dd/mm/yy	Page
BCL-Global	General Board-CEO Linkage	18/08/07	97
BCL-1	Delegation to the CEO	27/10/07	98
BCL-2	Accountability of the CEO	18/02/09	99
BCL-3	CEO Job Description	27/10/07	100
BCL-4	Monitoring of CEO Performance	15/01/15	103
BCL-5	CEO Annual Performance Appraisal	15/06/11	104



BOARD OF GOVERNORS POLICY

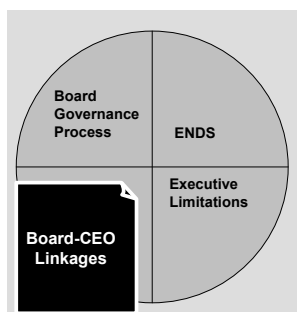
POLICY TYPE: BOARD – CEO LINKAGE

POLICY #/NAME:

BCL- GLOBAL: GENERAL BOARD-CEO LINKAGE

Date of Board Approval: August 18, 2007

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



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD – CEO LINKAGE

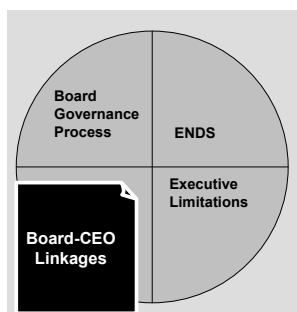
POLICY #/NAME:

BCL- 1: DELEGATION TO THE CEO

Date of Board Approval: October 27, 2007

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

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



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD – CEO LINKAGE

POLICY #/NAME:

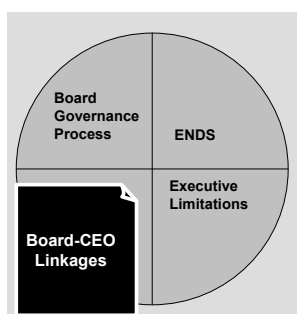
BCL- 2: ACCOUNTABILITY OF THE CEO

Date of Board Approval: October 27, 2007

Latest Revision: #1 February 18, 2009

Only decisions of the Board acting as a body are binding on the CEO. Decisions are motions recorded in the Minutes of Board meetings.

1. Decisions or instructions of Governors, Officers, or Committees are not binding on the CEO except in rare instances when the Board has specifically authorized such exercise of authority.
2. In the case of Governors or Committees requesting information or assistance without Board authorization, the CEO in consultation with the Chair, can refuse such requests that require, in the CEO's judgment, a material amount of staff time or funds, or are disruptive.
3. The CEO is the Board's only link to operational achievement and conduct so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the CEO. Accordingly,
 - a. The Board shall never give instructions to persons who report directly or indirectly to the CEO.
4. The Board shall refrain from evaluating, either formally or informally, any staff other than the CEO.
5. Curling Canada shall fund the expenses of the CEO to undertake the business of Curling Canada within the terms and conditions of Curling Canada Bylaws and Policy Registry. All claims and expense incurred in execution of that business shall be vetted by the Curling Canada Chair within 30 days of the expense being incurred.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD – CEO LINKAGE

POLICY #/NAME:

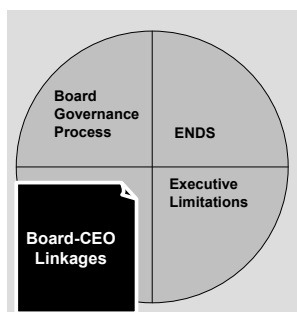
BCL- 3: CEO JOB DESCRIPTION

Date of Board Approval: October 27, 2007

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

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

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



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD – CEO LINKAGE

POLICY #/NAME:

BCL- 4: MONITORING OF CEO PERFORMANCE

Date of Board Approval: October 27, 2007

Latest Revision: #9 January 15, 2015

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

1. The purpose of monitoring is to determine the degree to which Board policies are being fulfilled. Information that does not do this will not be considered to be monitoring.
2. Regular monitoring shall allow efficient use of Board time, so that meetings can be focused on creating the future rather than reviewing the past.
 - a) In advance of any Board meeting, Governors are expected to read and complete a Monitoring Worksheet to assess the CEO's monitoring reports against established Executive Limitations and Ends policies. Governors are asked to identify:
 - i) Any areas in which the Governors is not satisfied that there is a reasonable interpretation.
 - ii) Any areas in which there is insufficient evidence of compliance.
 - iii) Any areas in which there is evidence of non-compliance.
 - b) At any Board meeting, the Chair will advise the Board of any case where the majority of the Board indicated a concern.
 - i) If a majority does not share the concern, the Chair will ask for a motion to accept the monitoring report and move on.
 - ii) If a majority of the Board has a concern about:
 - a. Reasonable interpretation - record in the Minutes; discuss briefly the Board's expectation for: improved interpretation or compliance.
 - b. Insufficient evidence of compliance - record in the Minutes and discuss briefly the Board's expectation for improved evidence.
 - c. Evidence of non-compliance that is neither unlawful nor unethical - record in the Minutes, discuss briefly the need for the Board to more specifically define the latitude provided in Executive Limitations

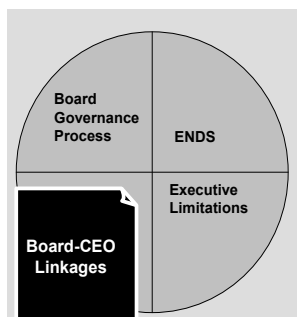


- iii) If a majority of the Board has a concern about the evidence of non-compliance placing Curling Canada in fiscal jeopardy or being unlawful or unethical, record in the Minutes and discuss the Board’s response.
 - a. The Board can immediately meet in-camera or schedule a future in-camera meeting to determine the action it will take.
 - b. The Board can delegate a Board Committee to suggest a course of action for the Board.
 - c. The Board shall inform or meet with the CEO to advise him/her of its expectation to achieve compliance.
 - iv) Policy comments received on monitoring worksheets will be forwarded by the Chair to the Governance Committee and will be used to determine areas of Board discussion during policy evaluation.
3. Compliance with a given Board policy may be monitored in one or more of three ways
- a) Internal Reports: Disclosure of compliance information to the Board from the CEO
 - b) Direct Board Inspection: Discovery of compliance information by the Board or its designate. This can be a Board inspection of activities, documents, or circumstances only as directed by the Board which allows a “prudent person” test of policy compliance. Governors involved have only the authority to state, whether in their opinion, the policy is being implemented, and not the authority to determine how it should be implemented nor to direct staff to do anything. Such an inspection is only undertaken at the instructions of the Board, with the CEO’s knowledge.
 - c) External Reports: Discovery of compliance information by a disinterested third party who is selected by, and reports only to the Board. Such reports must assess executive performance only against policies of the Board, not those of the external party, unless the Board has previously indicated the party’s opinion is to be the standard.
4. Upon the choice of the Board, any policy may be monitored by any method, at any time. For regular monitoring of the Ends and Executive Limitations policies that instruct the CEO the schedule below shall be followed.

Curling Canada CEO Monitoring Schedule			
Review Items	Frequency	Timing	Method(s)
Executive Limitations			
Global	Annual	September Meeting	Internal Report
EL-1	Annual	September Meeting	Direct Inspection
EL-2	Annual	September Meeting	Direct Inspection
EL-3	Annual	September Meeting	Internal Report/Direct Inspection
EL-4	Annual	Fall Face-to-Face Meeting	Internal Report/360 Review
EL-5	Annual	December Meeting	Internal Report
EL-6	Annual	January Meeting	Internal Report/360 Review
EL-7	Annual	Fall Face-to-Face Meeting	Direct Inspection



EL-8	Annual	December Meeting	Internal Report
EL-9	Annual	February Meeting	Internal Report
EL-10	Annual	Spring Face-to-Face Meeting	Internal Report
EL-11	Annual	Spring Face-to-Face Meeting	Internal Report
EL-12	Annual	Spring Face-to-Face Meeting	Internal Report
ENDS			
Global End	Annual	Fall Face-to-Face Meeting	Internal Report
E-1	Annual	Fall Face-to-Face Meeting	Internal Report
E-2	Annual	Fall Face-to-Face Meeting	Internal Report
E-3	Annual	Fall Face-to-Face Meeting	Internal Report
E-4	Annual	January Meeting	Internal Report
E-5	Annual	Spring Face-to-Face Meeting	Internal Report



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD – CEO LINKAGE

POLICY #/NAME:

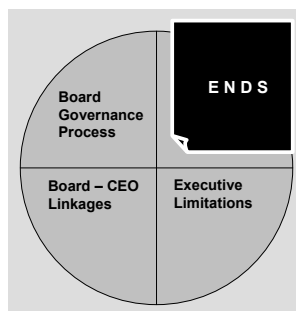
BCL- 5: CEO ANNUAL PERFORMANCE APPRAISAL

Date of Board Approval: October 27, 2007

Latest Revision: #1 June 15, 2011

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

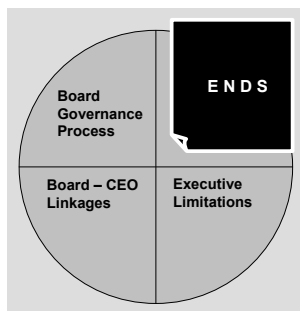
1. The Board shall determine at its spring meeting the schedule and process of completing the summary written evaluation of the CEO.
2. The CEO Performance & Compensation Committee shall prepare, for the review of the Board, the final summary evaluation that is the CEO performance appraisal.
3. The CEO Performance & Compensation Committee shall provide a copy of the summary evaluation to the CEO after the Board's review.
4. At the pre-NCC Board meeting:
 - a) The CEO Performance & Compensation Committee shall chair the discussion of the CEO and the Board of the CEO performance appraisal.
 - b) The Board shall confirm that the CEO's performance appraisal has been completed.
 - c) Once the performance appraisal is complete, the Board shall review the suggestion (s) of the CEO Performance & Compensation Committee and approve modifications of the assessment criteria and process for the following year.
5. The Board shall review the suggestion(s) of the CEO Performance & Compensation Committee and approve CEO compensation for the subsequent year.



**Curling Canada
Board of Governors**

Policy Type: E N D S

Policy Number	Policy Name	Approved/Revised dd/mm/yy	Page
	Global Ends Statement	18/04/13	106
	END 1: Members	22/08/14	104
	END 2: Curling Enthusiasts	08/03/13	105
	END 3: Curling Canada Championships, Competitions and Events	08/03/13	106
	END 4: Host Communities	01/02/14	108
	END 5: International/ High Performance	08/03/13	109



BOARD OF GOVERNORS POLICY

POLICY TYPE: ENDS

**POLICY #/NAME:
GLOBAL END STATEMENT**

Date of Board Approval: January 21, 2010

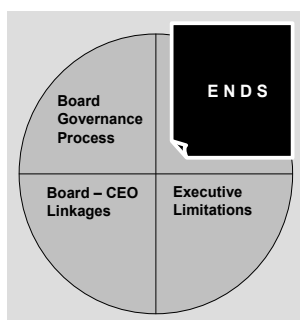
Latest Revision: #1 April 18, 2013

Global End Statement:

Curling Canada exists so that people in Canada realize a positive curling experience where the results merit the investment.

Level 1 End Statement

The traditions of the game of curling are recognized as being important and will be cherished, maintained and preserved.



BOARD OF GOVERNORS POLICY

POLICY TYPE: ENDS

POLICY #/NAME:

END-1: MEMBERS

Date of Board Approval: January 21, 2010

Latest Revision: #2 August 22, 2014

Level 1 End Statement:

E-1:

Members including Association Members and Affiliate Organizations have conditions conducive for mutually-beneficial collaboration and for enhanced participation in curling where Members' and Affiliate Organizations' satisfaction with the results merit their investment.

Level 2 End Statements:

E-1 (1):

People benefit from viable curling options to enhance the sport

E-1 (1) (a)

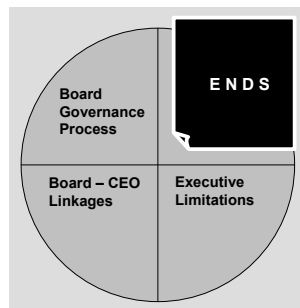
Curling values are respected and preserved

E-1 (2):

People benefit from an enhanced curling experience at affiliated curling operations

E-1 (3):

Conditions exist that provide an opportunity for new curlers to actively participate and existing curlers to participate throughout their life as part of a healthy lifestyle.



BOARD OF GOVERNORS POLICY

POLICY TYPE: ENDS

POLICY #/NAME:

END-2: CURLING ENTHUSIASTS

Date of Board Approval: January 21, 2010

Latest Revision: #1 March 8, 2013

Level 1 End Statement:

E-2:

Current and future curling enthusiasts including curlers, volunteers and spectators experience benefits where their satisfaction merits ongoing support.

Level 2 End Statement:

E-2 (1):

Curling Canada-operated championships, competitions and events provide entertainment for curling spectators.

E-2 (2):

Curling enthusiasts have knowledge and tools for enhanced curling enjoyment

E-2 (3):

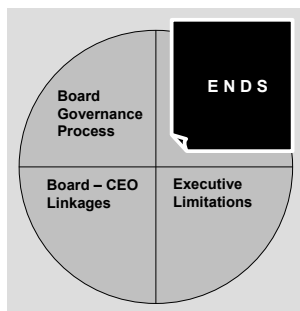
Conditions exist whereby people and/or organizations with potential curling interest become enthusiasts of the sport.

E2 (4):

Conditions exist for funding partners, including governments, corporations, organizations and individuals to provide support for curling championships, competitions, events and development programs.

E2 (5):

Conditions exist whereby volunteers, including coaches, officials and ice technicians have the opportunity to enhance their knowledge and skills.



BOARD OF GOVERNORS POLICY

POLICY TYPE: ENDS

POLICY #/NAME:

**END-3: CURLING CANADA CHAMPIONSHIPS,
COMPETITIONS AND EVENTS**

Date of Board Approval: May 20, 2010

Latest Revision: #1 March 8, 2013

E-3 - Teams competing in Curling Canada-operated championships, competitions and events have conditions for optimum performance, without compromising the principles of fair play or their physical, psychological or emotional health.

E-3 (1) - Member Associations have equitable opportunity for their affiliated curlers to access Canadian Championships, recognizing diverse conditions such as geographical size, proximity and the number of competitors may vary considerably between Member Associations.

E-3 (1) (a)

Teams, once declared by each Member Association, compete without experiencing unreasonable financial hardship to the competitor, to the Member Association or to Curling Canada.

E-3(1) (b)

For each championship, all participating teams are treated in a like manner.

E-3 (2) - The purpose(s) and priorities of each championship, competition or event are determined by Curling Canada.

Board, in consultation with the Member Associations and stakeholders.

E-3 (2) (a)

Each Canadian Championship includes a team from the Host Member Association to maximize interest, regional pride and revenue.

E-3 (2) (b)

The qualification process and structure for each Canadian Championship may be different based on the defined purpose(s) of the Championship. The Championships are categorized as:

- i. **Elite** championships are the highest level of competition available within Curling Canada-operated events. Athletes competing at this level have the highest potential to achieve podium results for Canada. Teams are the best of the best from either within Canada or within each Member Association, depending on the qualification requirements.
- ii. **Participation** championships provide the opportunity for the player/team to compete; may be a stepping stone towards elite competitions and could be the

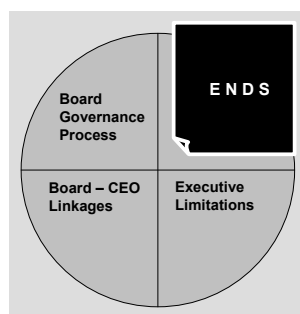


highest level of competition some players aspire to or choose to attain. The spirit of the competition may be as important as performance.

- iii. **Player/Team Development** championships further refine the skills and abilities of competitors to reach their fullest potential.
- iv. **Positive Exposure/Public Relations** championships provide an opportunity for people in Canada to become interested in curling and help foster growth in the sport.
- v. **Revenue Generating** championships create a financial surplus for Curling Canada with resulting benefits to Member Associations and stakeholders.

E-3 (3) - Any proposed championship, competition or event merits consideration when an acceptable business case supports Curling Canada's ENDS priorities and at least one of the following elements exists for the proposed championship:

- is in alignment with the Curling Canada's long-term athlete development (LTAD) plan;
- a Curling Canada representative is required to participate in a new WCF-sanctioned event;
- a Provincial/Territorial Championship in the same discipline as the proposed championship has existed in at least 75% of the Member Associations for a minimum of 3 consecutive years;
- there is a justifiable marketing value.



BOARD OF GOVERNORS POLICY

POLICY TYPE: ENDS

POLICY #/NAME:

END-4: HOST COMMUNITIES

Date of Board Approval: January 21, 2010

Latest Revision: #2 February 1, 2014

Level 1 End Statement:

E-4

Host communities of Curling Canada-operated championships, competitions and events experience positive impacts and an enduring legacy of enthusiasm for curling.

Level 2 End Statements:

E-4 (1)

Host communities experience a positive economic impact and increased interest in curling.

E-4: 1 (a)

Conditions exist to provide an opportunity for increased involvement in curling.

E-4 (2)

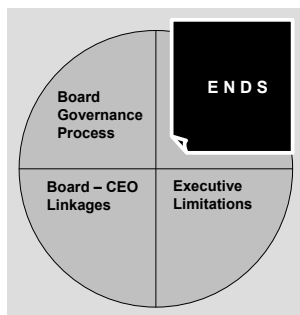
Volunteers have enhanced skills and knowledge as a result of the experience.

E-4 (3)

Association Members have the opportunity to host Curling Canada-operated championships, competitions and events where appropriate capacity and infrastructure exist in the Host Community.

E-4 (3) (a)

In every 10 year period, each Association member shall have the opportunity to host at least one Curling Canada-operated championship, competition or event.



BOARD OF GOVERNORS POLICY

POLICY TYPE: ENDS

POLICY #/NAME:

END-5: INTERNATIONAL/HIGH PERFORMANCE

Date of Board Approval: January 21, 2010

Latest Revision: #2 March 8, 2013

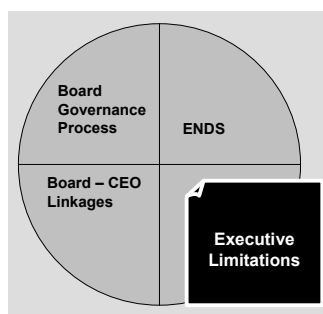
Level 1 End Statement:

E-5:

Teams sanctioned by Curling Canada and representing Canada internationally have the competitive skills, attributes and support to consistently achieve podium results.

E-5 (1):

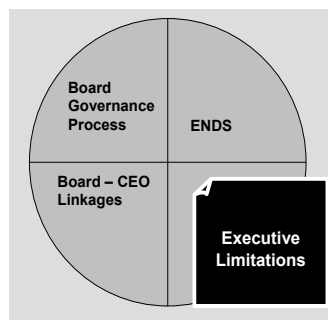
Teams are determined by competition where practical; otherwise, representation is determined using performance-based criteria such as final standings of performance during competition or the results of formal performance evaluation assessment.



**Curling Canada
Board of Governors**

Policy Type: Executive Limitations

Policy Number	Policy Name	Approved/Revised dd/mm/yy	Page
EL-Global	General Executive Limitations	15/06/10	114
EL-1	Financial Planning, Conditions and Activities	18/02/17	115
EL-1 Appendix 1	CAP Guiding Principles	18/04/13	117
EL-2	Business Planning	15/05/16	119
EL-3	Asset Protection	28/02/10	120
EL-4	Treatment of Staff, Contractors and Volunteers	23/04/09	121
EL-5	Compensation and Benefits	23/04/09	122
EL-6	Treatment of Customers and Stakeholders	23/04/09	123
EL-7	Communication and Support to the Board	19/04/11	124
EL-8	Emergency CEO Succession	15/08/13	125
EL-9	Public Image	23/04/09	126
EL-10	Partnerships / Alliances	23/04/09	127
EL-11	Championships, Competitions and Events	16/10/14	128
EL-12	Disputes, Grievances and Appeals	23/04/09	130



BOARD OF GOVERNORS POLICY

POLICY TYPE: EXECUTIVE LIMITATIONS

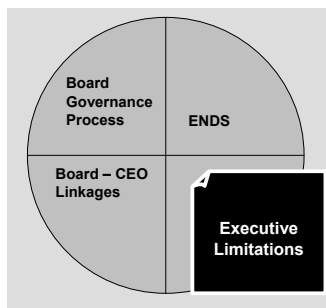
POLICY #/NAME:

EL-GLOBAL: GENERAL EXECUTIVE LIMITATIONS

Date of Board Approval: October 27, 2007

Latest Revision: #3 June 15, 2010

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



BOARD OF GOVERNORS POLICY

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY #/NAME:

EL-1: FINANCIAL PLANNING, CONDITIONS AND ACTIVITIES

Date of Board Approval: August 18, 2007

Latest Revision: #6 February 18, 2017

Level 1 Statement:

With respect to Financial Planning, Conditions and Activities, the CEO shall not cause or allow development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in Board Ends including budgeting for any fiscal year, or the remaining part of any fiscal year, that is not consistent with generally accepted accounting practices.

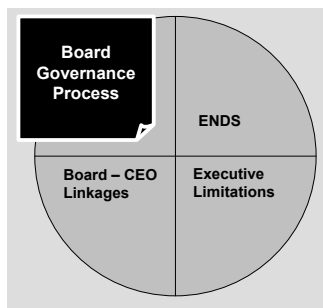
Level 2 Statements:

Accordingly the CEO shall not:

1. Present any Curling Canada budget that plans for a deficit and the CEO shall manage Curling Canada to minimize any spending in excess of revenues in the fiscal year.
2. Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within the fiscal year end.
3. Operate without providing to the Board monthly cash flow pro forma projections, quarterly forecasts for the Curling Canada budget, monthly budget and ticket sales report for the Season of Champions events, including changes of major deviations of materiality to revenue or expense projections.
4. Operate without making available to the Board annual independent audits of Curling Canada financial activities.
5. Endanger the “Registered Charitable Amateur Athletic Association” status of Curling Canada.
6. Operate without obtaining Board approval of the following:
 - a) Any use of the Curling Canada Long Term Reserve other than for Board approved reinvestment in Curling Canada operations, in an amount that is:
 - i) the lower of 25% of the previous year’ surplus from Curling Canada operations
or,
 - ii) 2% of the previous year’s revenues.
 - b) National marketing services contracts
 - c) “Title’ and any new ‘Presenting’ Season of Champions sponsors
 - d) National broadcast agreements
 - e) The WCF/Curling Canada marketing agreement



- f) Independent employee compensation reviews and resulting employee compensation if outside of the review recommendations.
7. Operate without making available to the Board an up-to-date list of all non-personnel contracts or agreements with an annual value in excess of \$100,000.
 8. Cause or allow budgeting which:
 - a) Includes as revenue projected surplus from current year's championship, competitions or events.
 - b) Includes the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
 - c) Does not provide adequate funds for the Board's direct use during the current fiscal year for Board development, Board and Committee meetings, ownership linkage and representation.
 - d) Omits credible projections of revenues and expenses, separation of capital and operational items, cash flow and the disclosure of planning assumptions.
 9. Operate without presenting the annual budget to the Board, after allowing adequate time for the Board to assess compliance with EL-1 and EL-3.
 10. Operate any funding program (e.g. the Curling Assistance Program or program of a similar nature) without complying with the Guiding Principles of such program as approved by the Board.



BOARD OF GOVERNORS POLICY

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY #/NAME:

EL-1: APPENDIX 1 – CAP GUIDING PRINCIPLES

Date of Board Approval: March 8, 2013

Latest Revision: #1 April 18, 2013

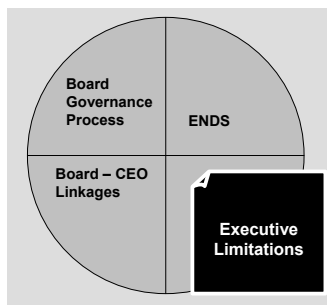
CURLING ASSISTANCE PROGRAM (CAP) GUIDING PRINCIPLES

The guiding principles of the CAP program are as follows:

- 1) The program shall be available only to Member Associations and affiliated curling clubs.
- 2) All applications will be evaluated based on the merit of the application.
- 3) An applicant / application is defined as:
 - a. An individual curling club;
 - b. A Member Association;
 - c. Multiple curling clubs;
 - d. Multiple Member Associations; and,
 - e. Combinations of curling club(s) and Member Association(s).
- 4) The overall purpose of the program shall be for the development of curling and to promote the growth and sustainability of curling within Canada.
- 5) The program year shall be the fiscal year of Curling Canada.
- 6) In consultation with the Member Associations, Curling Canada shall direct the specific development purpose(s) or area(s) of influence for the program in each program year.
- 7) As a component of the application process, the Member Association having jurisdiction of the applicant:
 - a. Shall receive an Executive Summary of each application;
 - b. Shall confirm receipt of the Executive Summary and that the applicant is in good standing with the Member Association; and,
 - c. Shall be given the opportunity to provide confidential additional information including, but not limited to, any special circumstances (i.e. hardship) for consideration during the application process.



- 8) The program will be awarded annually subject to the approval of the Curling Canada Board.
- 9) All successful affiliated curling club applicants must wait a minimum of 3 years before reapplying for funding under the program.
- 10) Applications must demonstrate a viable Business and Action plan with respect to their application.
- 11) Applications shall not be fully funded by the program, however, in exceptional circumstances, Curling Canada may, in its discretion, approve full funding.
- 12) For each program year, the Curling Canada Board of Governors shall authorize the total amount available to be allocated to the program.
- 13) Program funds not utilized in any program year shall be added to the total funds available for the next program year.
- 14) Any applicant shall not receive more than **10%** of the allocated program funds for the program year, including the prorated amount of any joint application.
- 15) The cumulative total of all successful applications from Member Associations-only applications shall not exceed **20%** of the allocated program funds for the program year.
- 16) All successful applications within the jurisdiction of any Member Association cannot exceed **20%** of the program funds for the program year.
- 17) Any exceptional circumstances not conforming to these guiding principles brought forward by Curling Canada senior staff must be approved by the Curling Canada Board before approval of the application.
- 18) The Curling Canada Board of Governors shall review the CAP guiding principles annually.



BOARD OF GOVERNORS POLICY

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY #/NAME:

EL-2: BUSINESS PLANNING

Date of Board Approval: February 19, 2010

Latest Revision: #2 May 15, 2016

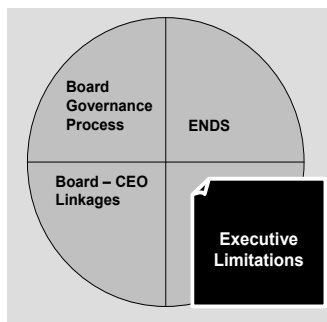
Level 1 Statement:

With respect to Business Planning, the CEO shall not cause or allow material deviation from the Board-stated Ends priorities.

Level 2 Statements:

Accordingly the CEO shall not:

- 1) Allow Curling Canada to operate without:
 - a. a multi-year business plan that demonstrates progress towards achieving the Board's Ends and End Priorities
 - b. prior consultation with the Member Associations and the stakeholders
 - c. multi-year outcomes, goals and objectives
 - d. alignment with the winter Olympic quadrennial
 - e. risk assessments and mitigation strategies
 - f. alignment with the annual budget and Curling Canada Long-Term Reserve Fund limitations
 - g. annual re-alignment based on knowledge gained from current and prior years analysis of trends and scans including programs, activities, ad-hoc committees and the environment.
- 2) Operate without presenting the business plan to the Board each year for the Board to ensure that the plan aligns with the Board's Ends Policies within the parameters set in the Executive Limitations Policies.
- 3) Operate without promptly informing the Board of material changes in the business plan.
- 4) Set the Agenda for the National Curling Congress (NCC) or Annual General Meeting (AGM) without consultation with the NCC/AGM Committee made up of representation from Member Associations, Executive Directors, Board of Governors and National Staff.



BOARD OF GOVERNORS POLICY

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY #/NAME:

EL-3: ASSET PROTECTION

Date of Board Approval: October 27, 2007

Latest Revision: #4 February 28, 2018

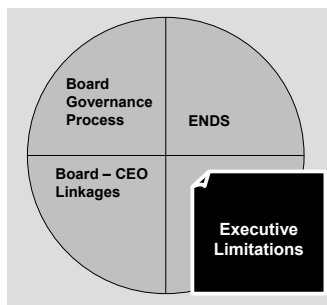
Level 1 Statement:

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

Level 2 Statements:

Accordingly, the CEO shall not:

1. Operate without an ongoing assessment of risk and where deemed appropriate without acquiring the required employee bonding, property, and liability and cancellation insurance to adequately protect Curling Canada's assets and interests.
2. Operate without maintaining an inventory of significant Curling Canada capital property as necessary for insurance purposes.
3. Operate without a minimum of \$2 million in Governors and Officers liability coverage insurance and \$5 million general liability coverage for staff and volunteers.
4. Operate without adequate protection of intellectual property, proprietary material or content, information and files from loss or significant damage.
5. Cause or allow decisions, actions or circumstances which unnecessarily expose Curling Canada, its Board or its staff and volunteers to claims of liability.
6. Acquire, encumber or dispose of real estate property (land or building).
7. Invest Curling Canada's funds other than as set out below:
 - a) Cash needs forecast for the next twelve months may be invested in short-term bank deposits.
 - b) Cash in excess of that specified in 7 a) may be invested in bank deposits of up to 3 years and up to 20 percent of excess cash may be invested in preferred shares of Canadian Chartered Banks.
 - c) Management will prepare, and submit to the Audit Committee annually for approval, a list of eligible Canadian Chartered Banks for the purpose of investing funds as set out in 7a) and 7 b)



BOARD OF GOVERNORS POLICY

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY #/NAME:

EL-4: TREATMENT OF STAFF, CONTRACTORS AND VOLUNTEERS

Date of Board Approval: October 27, 2007

Latest Revision: #2 April 23, 2009

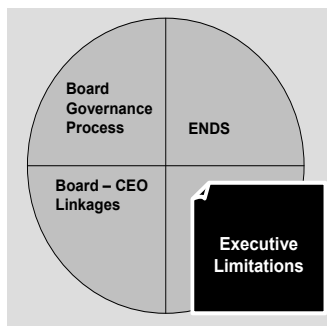
Level 1 Statement:

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

Level 2 Statements:

Accordingly the CEO shall not:

1. Operate without written human resources policies and procedures.
2. Prevent staff from grieving to the Board when internal procedures have been exhausted.
3. Discriminate or allow discrimination against a staff member or volunteer for non-disruptive expression of dissent.



BOARD OF GOVERNORS POLICY

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY #/NAME:

EL-5: COMPENSATION AND BENEFITS

Date of Board Approval: October 27, 2007

Latest Revision: #1 April 23, 2009

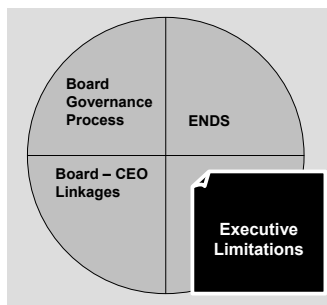
Level 1 Statement:

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

Level 2 Statements:

Accordingly, the CEO shall not:

1. Change the CEO's own compensation and benefits.
2. Operate without periodic review by an independent consulting firm to ensure that the compensation program falls within a reasonable range of competitive practices for comparable positions among similarly situated organizations.
3. Hire full-time employees without posting and circulating the position at a minimum with in the Member Associations.



BOARD OF GOVERNORS POLICY

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY #/NAME:
EL-6: TREATMENT OF CUSTOMERS AND STAKEHOLDERS

Date of Board Approval: October 27, 2007

Latest Revision: #1 April 23, 2009

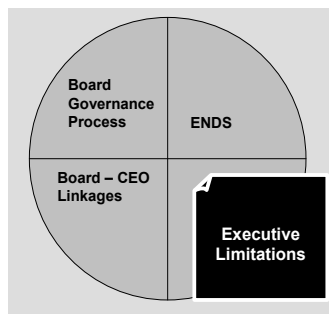
Level 1 Statement:

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

Level 2 Statements:

Accordingly, the CEO shall not:

1. Operate without operational consultation policies.
2. Restrict access to information appropriate to the requesting customer or stakeholder.
3. Allow customers or stakeholders to be uninformed of their responsibilities and Curling Canada's expectations of their behaviour when participating in Curling Canada programs or events, including the consequences of violating rules.



BOARD OF GOVERNORS POLICY

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY #/NAME:

EL-7: COMMUNICATION AND SUPPORT TO THE BOARD

Date of Board Approval: October 27, 2007

Latest Revision: #4 April 19, 2011

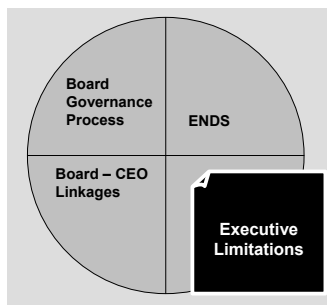
Level 1 Statement:

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

Level 2 Statements:

Accordingly, the CEO shall not:

1. Neglect to submit the required monitoring data.
2. Allow the board to function without:
 - a) a monthly status/FYI report.
 - b) a quarterly update on the status of the annual business plan and budget.
3. Allow any situation where the Board fails to receive Curling Canada public announcements, or communication.
4. Operate without providing mechanism(s) for official Board or Committee communications.
5. Let the Consent Agenda be presented without including all items delegated to the CEO.
6. Allow any situation where the Board does not receive timely advance notice of actual or anticipated non-compliance with any Curling Canada Board policy.
7. Allow administrative support provided for Board activities to be inadequate or unreasonable.
8. Fail to notify the Curling Canada Board of Governors in advance of any preplanned Curling Canada media conference pertaining to all Season of champions event announcements or major news items for Curling Canada.



BOARD OF GOVERNORS POLICY

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY #/NAME:

EL-8: EMERGENCY CEO SUCCESSION

Date of Board Approval: October 27, 2007

Latest Revision: #2 August 15, 2013

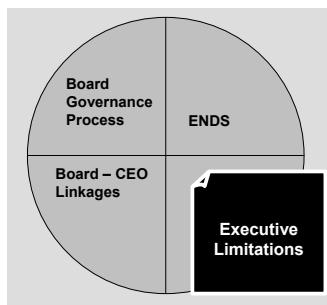
Level 1 Statement:

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

Level 2 Statements:

Accordingly, the CEO shall not:

1. Operate without a contingency for the CEO's absence or incapacity.
2. Operate without a designated second-in-command.
3. Allow senior staff members to be uninformed of the issues and processes of the operation of Curling Canada and the Board.
4. Allow travel arrangements which involve the CEO & COO to travel via identical itineraries.
5. Operate without a short-term and long-term senior staff succession plan.



BOARD OF GOVERNORS POLICY

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY #/NAME:

EL-9: PUBLIC IMAGE

Date of Board Approval: October 27, 2007

Latest Revision: #1 April 23, 2009

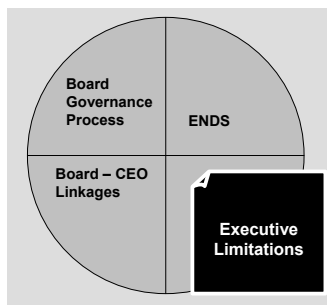
Level 1 Statement:

With respect to the Public Image, the CEO shall not cause or allow operational conditions, procedures, opinions or decisions which jeopardize the public image of Curling Canada.

Level 2 Statements:

Accordingly, the CEO shall not:

1. Operate without communications and public relations operational policies.
2. Permit the use of Curling Canada resources to participate in or express an opinion about unrelated political, social or economic issues.
3. Permit any type of presentations which conveys or portrays information which is contrary to Board policy.
4. Authorize anyone other than the designated Governor to speak “on behalf of the board” unless the board delegates this responsibility to the CEO.
5. Allow any non-standard use of the Curling Canada logo, Curling Canada championship and competition logos and proprietary marks.
6. Change Curling Canada’s name or substantially alter its identity or brand/event image.



BOARD OF GOVERNORS POLICY

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY #/NAME:

EL-10: PARTNERSHIPS AND ALLIANCES

Date of Board Approval: October 27, 2007

Latest Revision: #1 April 23, 2009

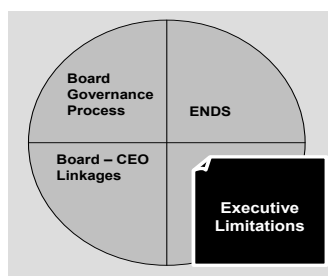
Level 1 Statement:

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

Level 2 Statements:

Accordingly, the CEO shall not:

1. Operate without appropriate input from Member Associations, Staff, Stakeholders and Volunteers when developing means for achieving the Board's Ends.
2. Allow corporate sponsorship or partnerships with any organization whose principles, practises, or products are inconsistent with the Board's Policies.
3. Allow acceptance of financial or other assistance from any manufacturer or wholesale distributor of substances prohibited by the World Anti-Doping Agency (WADA).



BOARD OF GOVERNORS POLICY
POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY #/NAME:
EL-11: CHAMPIONSHIPS, COMPETITIONS AND EVENTS
Date of Board Approval: October 27, 2007

Latest Revision: #5 October 16, 2014

Level 1 Statement:

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

Level 2 Statements:

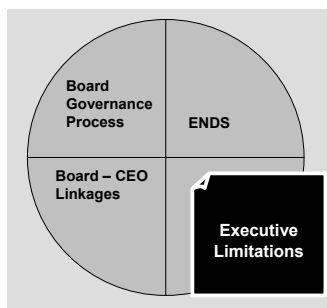
Accordingly, the CEO shall not:

1. Allow the championship bid processes to begin in advance of publishing site selection criteria, selection timelines, and the site selection decision process.
2. Allow the selection of a championship site outside of a bid process unless:
 - a) All bids received in the original process failed to meet the selection criteria.
 - b) Bid groups from the original process are notified that they did not meet the criteria.
 - c) A subsequent bid process with revised site selection criteria fails to yield any bids.
3. Announce a national championship site prior to:
 - a) Consultation and endorsement with the Member Association in whose jurisdiction the championship is being proposed, unless such endorsement is unreasonably withheld and/or could adversely impact Curling Canada's business operations.
 - i. Securing signed event agreements/contracts.
4. Allow scheduling a Curling Canada championship or competition more than 30 days outside of the most recent timeframe in which was held, prior to consultation with all Member Associations.
5. Allow changes to the dates of a previously scheduled Curling Canada championship or competition by more than 7 days prior to consultation with all Member Associations.
6. Allow fundamental changes to the round robin format or equitable opportunity to access Curling Canada-operated Canadian Championships without obtaining prior Board approval following consultation with the Member Associations as per BG-8.
7. Allow the introduction of any new Curling Canada-operated Canadian Championship or the removal of any of the below listed Canadian Championships without obtaining prior Board



approval following consultation with the Member Associations as per BG-8.

- * Canadian Senior Men's and Women's Championship
- * Canadian Junior Men's and Women's Championship
- * Canadian Women's Championship
- * Canadian Mixed Doubles Championship
- * Canadian Mixed Championship
- * Canadian Men's Championship
- * Canadian Wheelchair Championship



BOARD OF GOVERNORS POLICY

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY #/NAME:

EL-12: DISPUTES, GRIEVANCES AND APPEALS

Date of Board Approval: April 23, 2009

Level 1 Statement:

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

Level 2 Statements:

Accordingly, the CEO shall not:

1. Let the Board be unaware of situations where, in the CEO's opinion, the Board is not in compliance with its own policies on Governance Process and Board-CEO Linkage, particularly in the case of Board behaviour which is detrimental to the working relationship between the Board and the CEO.
2. Operate without a grievance/appeal policy for volunteers, staff and contractors.