



Curl BC
Board Policy Registry

Board Policy Registry

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Policy Approval Date Summary



Board Governance Process

Number	Name	Approved
BG-Global	General Board Governance Process	7 Jun 2019
BG-1	Governing Style	7 Jun 2019
BG-2	Board Job Description	7 Jun 2019
BG-3	Board Meetings and Agendas	7 Jun 2019
BG-4	Board Chair's Role	7 Jun 2019
BG-5	Executive Committee	7 Jun 2019
BG-6	CEO Performance and Compensation Committee	7 Jun 2019
BG-7	Board of Governors' Code of Conduct	7 Jun 2019
BG-8	Conflict of Interest	7 Jun 2019
BG-9	Representation, Recommendations and Appointments	7 Jun 2019
BG-10	Board Committee Principles	7 Jun 2019
BG-11	Finance and Audit Committee	7 Jun 2019
BG-12	Governance and Strategic Planning Committee	7 Jun 2019
BG-13	Member Engagement Committee	7 Jun 2019
BG-14	Recognition and Awards Committee	7 Jun 2019
BG-15	Competition Committee	7 Jun 2019
BG-16	High Performance Committee	7 Jun 2019
BG-17	Board Policy Registry	7 Jun 2019

Board CEO Linkage

Number	Name	Approved
BCL-Global	General Board-CEO Linkage	7 Jun 2019
BCL-1	Delegation to the CEO	7 Jun 2019
BCL-2	Accountability of the CEO	7 Jun 2019
BCL-3	CEO Job Description	7 Jun 2019
BCL-4	Monitoring of CEO Performance	7 Jun 2019
BCL-5	CEO Annual Performance Appraisal	7 Jun 2019

Ends

Number	Name	Approved
E-Global	Global Ends	7 Jun 2019
E-1	Level 1 Ends	7 Jun 2019

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Executive Limitations

Number	Name	Approved
EL-Global	General Executive Limitations	7 Jun 2019
EL-1	Financial Conditions and Activities	8 Jun 2019
EL-2	Business and Financial Planning	7 Jun 2019
EL-3	Asset Protection	7 Jun 2019
EL-4	Treatment of Staff, Contractors and Volunteers	7 Jun 2019
EL-5	Compensation and Benefits	7 Jun 2019
EL-6	Treatment of sponsors, partners and participants	7 Jun 2019
EL-7	Communication and Support to the Board	7 Jun 2019
EL-8	Emergency CEO Succession	7 Jun 2019
EL-9	Public Image	7 Jun 2019
EL-10	Partnerships and Alliances	7 Jun 2019
EL-11	Championships, Competitions and Events	7 Jun 2019
EL-12	Disputes, Grievances and Appeals	7 Jun 2019

Board Policy Registry

A guide to the Board Policy Registry

What is Policy Governance?

With the adoption of a five year strategic plan in 2009, the Curl BC Board of Governors committed to establishing a policy governance model and moving towards a Governance Board. Under Policy Governance, every Board has these three job responsibilities:

- linking the organization with its owners;
- developing four types of policies that reflect the organization’s values; and
- ensuring that the CEO (and through the CEO, all staff) comply with Board policy and achieve Board-defined Ends.

In fulfilling these job responsibilities, the Curl BC Board of Governors follows the ten principles of Policy Governance which are explained in the following two pages. You can find additional information about Policy Governance by looking for books by John and Miriam Carver, who developed Policy Governance.

What is the *Board Policy Registry*?

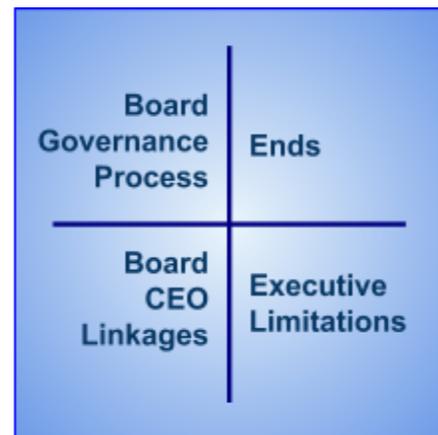
The Board Policy Registry is a record of all the policies that have been developed and approved by the Curl BC Board of Governors.

The Registry is divided into five sections.

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

How often is the Registry updated?

The Board annually reviews its policies however the Board may also amend its policies at any Board meeting. General Information is updated annually. The Registry is updated as policies are amended. The up-to-date version of the Policy Registry is on the Curl BC website under Governance information. The Board Registry is a public document and is available for download at any time. A print version of the Registry is included as part of the Board of Governor’s manual.



The Ten Principles of Policy Governance as Applied to Curl BC

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

1. Holding the organization in trust for Owners

Principle:	The Board exists to hold the organization in trust on behalf of an identifiable “ownership”. For this reason, the Board’s primary relationship is with the “owners” rather than the staff.
How this applies to Curl BC:	The Curl BC Constitution and By-laws specify the source of the Board’s authority. The owners of Curl BC are the Member Facilities that elect Governors to the Board to serve on their behalf. More specifically, the owners are the Boards of Governors of the Member Facilities who govern on behalf of individual clubs and curlers. The Board’s primary relationship is with the Member Facilities.

2. Speaking with one voice

Principle:	The Board’s policies are the Board’s voice. The Board’s decisions must be recorded in policy and upheld by all members of the Board. No Governor has the authority to speak for the Board unless specifically authorized to do so by the whole board. The Board speaks to the CEO with one voice through written Ends and Executive Limitations.
How this applies to Curl BC:	Curl BC Board decisions are the policies that are published in the Policy Registry. Board Governance process policies establish how the Board will maintain a single voice. The Board speaks to Curl BC’s CEO through the written Ends and Executive Limitations. The Board instructs itself through Board Governance Processes and Board-CEO Linkage policies.

3. Making Board decisions through policy

Principle:	Board decisions are predominantly policy decisions. The Board creates policy in four categories: Ends, Executive Limitations, Board Governance Process and Board-CEO Linkage.
How this applies to Curl BC:	Board agendas identify the policy category and/or specific policy reference for each agenda item; decision-making is primarily an amendment or addition to existing policy.

4. Formulating policy by defining values from broadest to more narrow

Principle:	By “nesting” policies, the Board addresses larger values before addressing smaller values. When the Board reaches a sufficient level of policy detail, it delegates all further definition to the CEO and accepts any reasonable interpretation of its policies.
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How this applies to Curl BC:	The numbering system of Curl BC Board policies reflects the increasing levels of policy detail. The numbered statements reflect the largest value statement. In some policies, there are only main value statements; more frequently there are “nested” statements that express more specific levels of value. When the Board has said everything it wants to say in a policy, it delegates to the CEO all further definition of Ends and Executive Limitations and, to the Board Chair, Governance Processes and Board-CEO Linkages. The Board can add or reduce detail to any policy at any time. No specific delegation is provided to Board Committees.
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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 Curl BC:	The Board uses the strategic plan to define its high level Ends policies and continues to refine Executive Limitations. It also established clear policies to ensure Board Committees and various other Board-appointed roles are carried out under Board leadership.

6. Determining Ends as 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 Curl BC:	The Board has clearly defined Ends policies that are reported on by the CEO at the June Board meeting. The Board will review the Ends statements on an annual basis to ensure clear outcomes for the organization are provided to staff and volunteers.

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.
How this applies to Curl BC:	The Curl BC Board controls staff means through Executive Limitations policies. The Curl BC Board states the policies in the negative; for example by using the phrase, “shall not” or “must not fail to”. By clearly specifying means that are not acceptable, the Curl BC Board provides the CEO with the freedom to find the most appropriate means. Efficacy of the EL statements is assessed through the annual CEO evaluation process.

8. Designing Board products and process

Principle:	Because the Board’s governance function is distinct from the staff’s management function, the Board must determine its own definition of governance and then decide how it will actually govern. The Board explicitly states what it expects of itself – what value it will add to the organization, what structures it will use and what code of conduct it will follow. In addition, the Board states how it will control its agenda, link to owners, and evaluate itself.
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How this applies to Curl BC:	The Curl BC Board has developed a detailed set of Board Governance policies that describe how it will govern and how it expects to conduct its business. There are general principles for Board Committees and specific terms of reference for every Board Committee. The Board Chair appoints representatives and Board Liaisons. Linkages with Owners and Consultation with Owners, are critical for the success of Curl BC. Annual evaluation and adaptation of processes will provide a continuous improvement cycle.
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9. Linking within management

Principle:	The relationship of the Board and the CEO is absolutely essential in an organization, regardless of the governance model used. Policy Governance provides a framework for this relationship that sets the stage for effective governance and management. The keys to this are the formal separation between the role of the Board and the role of the CEO, and the link between their contributions. Role clarity means the Board clearly knows its own role and the staff's role and that staff has a similar understanding. The Board's policies clearly state how the Board will delegate to the CEO and how the Board will monitor CEO performance.
How this applies to Curl BC:	The Curl BC Board links to operations (staff and volunteers) through the CEO. The Board-CEO Linkage policies state how the Board will delegate to the CEO and how the Board will monitor the CEO's performance. Within this framework, both the Board and the CEO demonstrate leadership but they do so in different aspects of Curl BC.

10. Monitoring performance based on pre-stated criteria

Principle:	The Board monitors performance of the CEO but only against criteria set out in policy.
How this applies to Curl BC:	The Curl BC Board is establishing how it will monitor the performance of the CEO using the criteria set out in Executive Limitations, and ultimately set out in Ends policies. The Board delegates the CEO Performance and Compensation Committee to carry out annual CEO appraisals.

Board Policy Registry

Board Governance Process

BG-Global: General Board Governance Process

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

Board Policy Registry

Board Governance Process

BG-1: Governing Style

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

- strategic visionary leadership
- outward looking
- clear distinction of Board and CEO roles
- encouragement of diversity of viewpoints
- collective decision-making
- being proactive
- focus on the future while learning from the past
- team-work

Accordingly, the Board shall:

- deliberate in many voices and govern in one.
- be accountable to the membership for competent, conscientious and effective governance, allowing no Governor or Committee of the Board to hinder or be an excuse for not fulfilling this commitment.
- impose upon itself the discipline needed to govern with excellence. (Reference: [BG-7: Board of Governors' Code of Conduct](#), [BG-8: Conflict of Interest](#) and [BG-9: Representation, Recommendations and Appointments](#))
- direct and inspire Curl BC through the thoughtful establishment of broad written policies reflecting the Board's values and perspectives about the Ends to be achieved and means to be avoided. The Board shall focus on strategic outcomes, not on the operational means of attaining those Ends.
- cultivate a sense of group responsibility. The Board shall be responsible to leverage the expertise of Governors to enhance the knowledge and ability of the Board as a whole.
- educate itself regarding changing values and conditions in the external environment and the broader provincial, Canadian and international sport communities; and establish policy that helps Curl BC adapt to these changes.
- educate itself regarding the values held by the curling community and act under the influence of those values. The Board will be responsible to ensure that it understands the diversity of values that are held by disparate Member Facilities.
- provide an orientation to new Governors about the Board's governance process. (Reference: [BG-3: Board Meetings and Agenda](#))
- provide opportunities for periodic Board discussion of process improvement.
- monitor and discuss the Board's process and performance at each meeting. The self-monitoring will compare Board activity and discipline to policies in the "Governance Process" and "Board-CEO Relationship" categories.
- review all governance policies as necessary but not less frequently than according to the schedule in (Reference: [BG-3: Board Meetings and Agenda](#)).
- fulfil any responsibilities required by law.

Board Policy Registry

Board Governance Process

BG-2: Board Job Description

The job of the Board is to serve as stewards for the Member Facilities and work collaboratively in determining and evaluating organizational performance. Each member of the Board of Governors shall agree to have his or her name, photograph, telephone number and email address listed on the website and in the Curl BC yearbook.

The Board shall make contributions to Curl BC that are consistent with its trusteeship role and necessary for proper governance.

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

1. Written governing policies which at the broadest levels address:
 - a. Governance Process: These policies describe how the Board conceives, carries out and monitors its own task.
 - b. Board-CEO Relationship: These policies describe how authority is delegated, and its proper use monitored; and outlines the authority and accountability of the CEO.
 - c. Executive Limitations: These policies place constraints on executive authority which establish the boundaries of prudence and ethics within which all executive activity and decisions must take place.
 - d. Ends: These policies describe the benefits to be produced, the people to be served and the cost of meeting these goals.
2. Clearly defined linkages with the Member Facilities, the larger curling community, the BC sport community and external agencies..
3. Monitoring and evaluation of the CEO's performance (and thus Curl BC's performance). (Reference: [BCL-4: Delegation to the CEO](#) and [BCL-5: CEO Annual Performance Appraisal](#)).
4. A plan and strategy for External Representation. (Reference: [BG-9: Representation, Recommendations and Appointments](#)).
5. Identifying areas of political advocacy with governments and other external agencies.

Board Policy Registry

Board Governance Process

BG-3: Board Meetings and Agenda

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

- Includes an annual exploration of Ends Policies
 - Continually improves its performance through Board education, consideration of input and earnest deliberation, while practising effective dialogue.
1. The Board shall maintain control of its own agenda by developing or causing to be developed an annual meeting schedule which includes but is not limited to:
 - a. An annual review of the Ends Policies that allows the CEO to develop the following year's business plan and budget.
 - b. Presentations by staff for the Board's education
 - c. related to Ends determination (e.g. presentations relating to external environment, demographic information, exploration of future perspectives, etc.).
 - d. Governance education and orientation for the Board's development
 - e. Schedule time at the beginning of each meeting to declare a conflict of interest with agenda items
 2. Based on the outline of the annual meeting schedule, the Board delegates to the Chair the authority to fill in the details of the meeting content.
 - a. The agenda is open, subject to Governors' input.
 - b. The detailed agenda will be prepared in consultation with the Executive Committee and the CEO.
 - c. Potential agenda items shall be screened to ensure that they relate to the Board's job description, rather than simply reviewing staff activities.
 3. Observers, staff and guests may attend Board meetings as agreed by the Executive Committee and invited for specific topic areas.
 4. Minutes of the Board of Governors and its committees are to be made available expeditiously.

Board Policy Registry

Board Governance Process

BG-4: Board Chair's Role

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

1. The Board Chair's role is to ensure the Board behaves consistent with its own rules and those legitimately imposed upon it from outside Curl BC.
 - a. Meeting discussion content shall only be those issues that, according to Board policy, clearly belong to the Board to decide, not the CEO.
 - b. Deliberation shall be fair, open and thorough, but also efficient, timely, orderly and kept to the point.
2. The Board Chair shall support the Board in accomplishing its work by facilitating effective working relationships among Governors and creating a productive meeting environment.
3. The Board Chair shall appoint Chairs and members for each committee of the Board and Liaisons to provincial championships and other events as required.
4. The Board Chair shall have working knowledge of Robert's Rules of Order and the Societies Act.
5. The Board Chair shall be the senior delegate to the Curling Canada National Curling Congress and a voting delegate at the Curling Canada Meetings and shall submit a written report to the Board following the Curling Canada's meetings.
6. The authority of the Board Chair rests in making decisions that fall within Board policies on Governance Process and Board-CEO Relationship, except where the Board specifically delegates portions of this authority to another individual or Committee(s). The Board Chair is authorized to use any reasonable interpretation of the provisions of these policies.
 - a. The Board Chair is empowered to chair Board meetings and Member Meetings with all the commonly accepted responsibility of that position. (For example:, ruling, recognizing)
 - b. The Board Chair has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas.
 - c. The Board Chair may represent the Board and Curl BC to outside parties in announcing Board-stated positions and in stating Board Chair's decisions and interpretations within the area delegated to him or her.
 - d. The Board Chair may delegate this authority but remains accountable for its use.
7. The Board Chair shall maintain ongoing communication with the CEO between Board meetings, in a manner and schedule determined jointly, in order to stay informed of issues and activities and identify matters for future Board consideration.
8. The CEO reports to the Board as a collective and not specifically to the Board Chair.
9. The Board Chair shall be prepared to serve at least one year as Board Past-Chair when a new Board Chair is elected.

Board Policy Registry

Board Governance Process

BG-5: Executive Committee

1. The Board Chair, Past Chair and two Board Vice Chairs as defined in Curl BC's bylaws shall constitute the Executive Committee of Curl BC. In addition the Executive Committee will include the Chair of Finance & Audit Committee, if not one of the elected Vice Chairs.
2. Subject to the Curl BC bylaws, one of the Board Vice Chairs shall carry out the duties of the Board Chair during the Board Chair's absence, acting with all authority of the Board Chair when filling the role.
3. The Committee shall form the ad hoc committees on behalf of the Curl BC Board in areas where issues require confidentiality (harassment, discipline, etc.)
4. The Committee shall be the Board interface with the CEO, performing appraisals and monitoring of performance as well as supporting the CEO position from a human resources perspective.
5. The Committee shall decide with the CEO, the means of ensuring the Board is apprised of matters of importance as they arise between Board meetings.
6. The Committee shall act on behalf of the Board when action is essential and when there is no opportunity for the Board to meet. Any action shall be presented to the Board for ratification at the earliest opportunity.
7. The committee shall be consulted on all appointments made by the Board Chair.
8. The committee shall appoint an annual nomination committee for elections of Governors.
9. The Board Past Chair shall normally manage the election of the executive committee members. If there is no Board Past Chair, any Governor not seeking election to the executive committee may manage the election.

Board Policy Registry

Board Governance Process

BG-6: CEO Performance and Compensation

CEO Performance and Compensation is performed by the Executive Committee.

Board Policy Registry

Board Governance Process

BG-7: Board of Governors' Code of Conduct

The Board is responsible for acting in accordance with the policies it sets. This policy is a guide for Governors and it sets expectations regarding their conduct as individuals.

1. Governors agree to abide by BG-7 Board of Governors' Code of Conduct.
2. Governors shall act in the interests of the Member Facilities (affiliated BC curling centres) as the owners. This accountability supersedes any conflicting loyalty to advocacy or interest groups and membership on other Boards or staffs. It also supersedes the personal interest of any Governor acting as a Coach, an end-user of Curl BC's services or as a paid supplier of services to Curl BC.
3. Governors shall disclose their involvement with other organizations, vendors, or any other associations that might produce a conflict at each Board meeting and at any time during the year when their involvement changes. A conflict is defined as a competing interest, influence or relationship which might impair or appear to impair a Governor's ability to perform his other duties and responsibilities objectively for the best interests of Curl BC.
4. Governors shall, at all times, act with decorum and shall be respectful of other Governors, staff, volunteers, stakeholders and the Boards and staff of Member Facilities. At any event where a Governor is the Board's appointed representative or while attending any Curl BC championship or event, or national competition, he/she shall avoid the consumption of alcohol or any other debilitating substance to a level which would reasonably be expected to impair the Governor's ability to perform his/her duties competently, cause impairment in the Governor's ability to speak, walk or drive or cause him/her to perform in a disruptive manner.
5. Governors shall respect the confidentiality of Board discussion and Board materials. They shall not disclose at any time confidential information obtained through their position with Curl BC to any persons not entitled or required to know.
6. Governors shall ensure that activities that are unethical, or that have the potential to negatively impact Curl BC's public image, which are not covered or specifically prohibited by the foregoing, are neither engaged in nor condoned.
7. Ownership Linkage activities (Governor interaction and consultation with Member Facilities) are an important part of the Board's work that may impact on the Ends Policies. It is another opportunity where Governors may individually participate in the work of the Board. This opportunity supports the collective work of the Board on behalf of the Member Facilities.
8. Governors shall not attempt to exercise individual authority over Curl BC except as explicitly set forth in Board policies.
 - a. Governor interaction with the CEO and staff is encouraged; however Governors shall recognize authority over the CEO is only through the Board as a whole and the Board has no authority over staff except through the CEO. (Reference: [BCL-2: Accountability of the CEO](#))
 - b. Governors shall give no consequence or voice to individual judgements of CEO or staff performance, except as that performance is assessed against explicit Board policies by the official process.
9. Governors acknowledge and appreciate that all Governors are volunteers, and as such, time is at a premium.

Board Policy Registry

- a. Governors strive to manage time effectively and agree to come prepared in advance for meetings.
 - b. Governors shall respect each other's contribution to the discussion and encourage each other to present their views.
 - i. Governors shall have an opportunity to speak in turn in the discussion of any topic.
 - ii. Governors who wish to speak during discussion will wait to do so until recognized by the Board Chair.
 - iii. Governors shall listen respectfully and refrain from side conversations.
 - iv. Sharing of observations or concerns should occur at the Board table.
 - c. Governors accept their mutual responsibility to ensure that all agenda items result in a decision or are placed on a schedule for follow-up action.
10. Governors recognize the importance of being able to participate in Board meetings.
- a. Governors shall make every effort to attend Board meetings. If a Governor has an unavoidable conflict not known at the time the Board meeting was scheduled, they shall communicate the reason for their absence to the Board Chair, verbally or in writing prior to the meeting.
 - b. The Board shall ensure they schedule social activities and team building exercises that enable them to bond and function effectively as a team.
 - c. Governors accept the responsibility to create an environment where concerns can be expressed without fear of criticism.
 - d. Governors shall take part in Board organized educational activities which will assist them in carrying out their responsibilities.
11. Governors accept that the decision-making process may involve conflict, believing that it is only when all points of view are revealed that the best decision can be made. The Board shall assume that after a fair opportunity for expression of views, Governors agree to support the majority decision of the group.
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, and then only to repeat explicitly stated Board decisions or positions.
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 shall refer inquiries regarding operations from operational volunteers or staff, athletes, coaches, event organizers, or the general public to the CEO. The Governor shall also advise the CEO that they have referred an individual and inquiry to help ensure the loop is closed between the inquirer and the CEO. (Reference: [BCL-2: Accountability of the CEO](#)).

Board Policy Registry

Board Governance Process

BG-8: Conflict of Interest

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

As a Board of Governors, we expect the following:

1. Governors shall not use their positions to obtain benefit or employment for themselves, family members, or close associates. Should a Governor desire to seek employment with Curl BC, he or she must first resign.
2. Governors shall not use information obtained through his/her position for personal gain.
3. Governors who may be directly or indirectly involved in a contract with Curl BC must declare that involvement at the Board meeting at which the question of the contract is first considered.
4. Governors shall disclose their involvement with other organizations, vendors, or any other associations that produce a conflict at each Board meeting and at any time during the year should their involvement change. A conflict is defined as a competing interest, influence or relationship which might impair or appear to impair a Governor's ability to perform his or her other duties and responsibilities objectively in the best interests of Curl BC.
5. There must be no self-dealing or any conduct of private business or personal services between any Governor and Curl BC, except as procedurally controlled, to assure openness, competitive opportunity and equal access to inside information.
6. Governors, who find themselves in an unavoidable conflict of interest when the Board is to decide an issue, must declare that conflict immediately and absent themselves without comment from the discussion and the vote on the issue. Governors who declare their conflict of interest are included in determining a quorum. Governors who declare a conflict of interest will be included in the Minutes by name and shall be entitled to receive related Board decisions.

Board Policy Registry

Board Governance Process

BG-9: Representation, Recommendations and Appointments

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

Championships, Competitions And Events

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

1. The Board Chair shall appoint Governors to represent Curl BC at championships, competitions and events in consultation with the Executive Committee.
2. Attendance at Championships, Competitions and Events. The Board will review the appointments and duration of attendance for the following year's championships and competitions at its fall meeting on the basis of:
 - ability of candidate
 - value of representation
 - priority of the championship or competition, and
 - cost of representation
3. The Board Chair may appoint an individual who is not a Governor to fulfill ceremonial obligations only.
4. The Board Chair shall appoint all representatives to championships, competitions and events in a timely manner.

Provincial, National And International Organizations

The Board of Governors shall appoint or authorize the Board Chair to appoint representatives to attend and participate in meetings of provincial, national and international organizations to which Curl BC Board has been invited or is affiliated. The Board retains the prerogative to decline participation. Meetings related to the Operations of Curl BC remain the purview of the CEO.

The Board of Governors shall recommend or authorize the Board Chair to recommend those from within the geographic jurisdiction of Curl BC who seek election or appointment as an individual in any National or International organization related to curling. Individuals seeking Curl BC recommendation must provide their application and background to Curl BC for evaluation that will be based on the value of the appointment or election to Curl BC and the suitability of the candidate. The Board retains the prerogative to decline making a recommendation.

Board Policy Registry

Board Governance Process

BG-10: Board Committee Principles

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

The Board Chair is an ex-officio member of all Standing Committees of the Board where he/she is not directly appointed as a member.

Accordingly,

1. The Board shall clearly describe and document the scope and time limit of a Committee's mandate, context, and budget limitations.
2. A Board Committee shall not be created for the purpose of helping, advising, instructing or exercising authority over any aspect of Curl BC that has been delegated to the CEO.
3. Board Committees cannot exercise authority over staff. The CEO works for the full Board, and consequently, he or she is not required to obtain approval of a Board committee before an executive action.
4. Board Committees shall not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority shall be carefully stated in order not to conflict with authority delegated to the CEO.
5. Procedures - Board Committees shall:
 - a. operate on a consensus basis and escalate items where consensus cannot be reached to the Board as a whole.
 - b. consider only the views of Governors and Advisors assigned to the Committee in reaching consensus (i.e., as these are Committees of the Board, the views of Curl BC staff shall be heard but not included in reaching consensus).
 - c. keep minutes of all meetings and made available to all Board members immediately following the Committee meeting and before any proposal of the committee is presented to the Board.
 - d. keep discussions, minutes and materials Board confidential until such time as the Committee presents its findings and recommendations to the Board. At such time, the materials presented to the Board, unless agreed by the Board as a whole to be confidential, are available for open discussion with member facilities.
 - e. submit proposals to the Board following the Board protocol of the submission of a Board Paper for information one meeting before any vote on the proposal but may request an electronic vote no less than 14 days following the submission of the Board Paper.
 - f. Where the policy providing a Board Committee with its mandate and structure provides for Advisors to be added to the Committee, the appointed Advisors are entitled to the same expense compensation as a Governor following standard procedures.
6. Appointments
 - a. The Board Chair in consultation with the Executive Committee will appoint the Chair of each of the standing committees from the Board Governors.

Board Policy Registry

- b. The Board Chair, in consultation with the Committee Chair shall determine the size and membership of each committee.
 - c. Committee members shall be from the Board but Advisors may be appointed from outside the Board of Governors.
 - d. A Governor shall chair the committee.
 - e. Should a vacancy occur on the Committee, for whatever reason, the Board Chair may appoint another Director or person as appropriate to fill the vacancy.
 - f. The Board Chair may remove any member of the Committee in consultation with the Executive Committee.
 - g. Each Committee shall provide report to Board Members, a plan (prior to the fall Board meeting) and an annual (prior to the Curl BC AGM).
7. Resources:
- a. Each Committee shall be provided sufficient budget to fulfill its annual plan.
 - b. A Curl BC staff liaison shall be assigned by the CEO.

Board Policy Registry

Board Governance Process

BG-11: Finance and Audit Committee

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

Mandate:

1. Conduct pre-Board meeting assessment of compliance of the business plan and budget with criteria of EL-1, EL-2, EL-3 and EL-5.
2. Conduct assessment of compliance with criteria of EL-1, EL-2, EL-3 and EL-5 of any material changes in the business plan and 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, EL-2, EL-3 and EL-5 and identify any areas that require policy modifications.
4. Conduct an annual review of EL-1, EL-2, EL-3 and EL-5 and recommend changes in policy content.
5. Conduct pre-Board meeting review of the CEO's monitoring reports for EL-1, EL-2, EL-3 and EL-5.
6. Review its mandate on an annual basis in order to recommend any changes for the Board's consideration at the pre-AGM Board meeting.

Board Policy Registry

Board Governance Process

BG-12: Governance and Strategic Planning Committee

The Governance and Strategic Planning Committee is a Standing Committee of the Board.

Refer to [BG-10: Board Committee Principles](#) for additional background on Committees of the Board.

Mandate:

1. Responsible to update the Board Policy Registry after new policies and changes to policies are approved by the Board.
2. Make available to Member Facilities and potential Board candidates information that clearly outlines the role of the Board, the expectations of Board Members, and [BG-7: Board of Governor's Code of Conduct](#).
3. Lead the annual orientation of new Board members including orientation to the Code of Conduct.
4. Conduct a review of Curl BC Constitution & By-laws and identify and develop amendments prior to the notice date.
5. Plan Board education to enhance the quality of Board discussion on governance matters and facilitate effective Board decision-making.
6. Lead the annual self-evaluation by the Board and incorporate areas identified for improvement in the Committee's annual plan.
7. Review its mandate on an annual basis in order to recommend any changes for the Board's consideration.
8. Review the CEO's strategic plan and report to the Board on the links with the ENDS statements.

Board Policy Registry

Board Governance Process

BG-13: Member Engagement Committee

The Member Engagement Committee is a Standing Committee of the Board.

Refer to [BG-10: Board Committee Principles](#) for additional background on Committees of the Board.

Mandate:

Gathering information and generating options and recommendations to the Board on policies facilitating member centres:

1. communications, engagement, and relationship building between Curl BC and its member facilities.
2. communications between Curl BC and non affiliated curling facilities in BC.

Board Policy Registry

Board Governance Process

BG-14: Recognition and Awards Committee

The Recognition and Awards Committee is a Standing Committee of the Board.

Refer to [BG-10: Board Committee Principles](#) for additional background on Committees of the Board and Curl BC Board Ancillary Policies and Procedures Manual for detail on specific awards.

Mandate:

1. Coordinate the criteria, eligibility, and selection procedures for the Annual Curl BC Awards set out below:
 - a. Current Curling Season Annual Awards
 - i. Adult Team of the Year
 - ii. U21 Team of the Year
 - iii. 50+ Team of the Year
 - iv. Adaptive Curling Athlete/Team of the Year
 - v. Coach of the Year (Anita Cochrane Award)
 - vi. Official of the Year (Wally M'Lot Award)
 - b. Annual Service Awards
 - i. Curling Centre of the Year
 - ii. Club Volunteer
 - iii. Administrator of the Year (Ron Houston Award)
 - iv. Sponsor
 - c. Long Service Awards
 - i. Builder (Janette Robbins Award)
 - ii. Long Service Volunteer (Pat Kennedy Award)
 - iii. Youth & Junior Curling Program Volunteer (Elsie MacKenzie Award)
 - d. Exceptional Service Awards
 - i. Friendship Award (Judie Roberts Friendship Award)
 - ii. Club Customer Service
 - e.
2. Coordinate nominations and submissions for Curling Canada awards, SportBC Awards, and other appropriate external award programs.
3. Identify potential candidates and reviewing nominations for Life Membership and Honorary Life Membership.
4. Review the criteria and eligibility for all Annual Curl BC Awards on an annual basis and recommend changes to the number and type of awards to the Board for approval.
5. Present a formal report to the Board of proposed recipients for the annual Curl BC Awards and for Life Membership and/or Honorary Life Membership for approval;
 - a. In the case of Life Membership and/or Honorary Life Membership, to prepare the appropriate motions for the AGM

Board Policy Registry



6. Review this mandate on an annual basis to recommend any changes to the Board.

Board Policy Registry

Board Governance Process

BG-15: Competitions Committee

The Competitions Committee is a Standing Committee of the Board.

Refer to [BG-10: Board Committee Principles](#) for additional background on Committees of the Board.

Mandate:

1. Gathering information and generating options and recommendations to the Board on policies relating to the Train to Train, Train to Compete and Train to Win stages of the Long Term Athlete Development Model, including qualification processes and provincial championship formats.
2. Gathering information and generating options and recommendations to the Board on policies relating to high performance athlete identification and development.
3. Gathering information and generating options and recommendations to the Board on policies and options relating to high performance coaches, officials and ice technicians.
4. Gathering information and generating options and recommendations to the Board when Curl BC is requested to provide input to the Curling Canada on matters related to the previously stated areas of expertise.

BG-16: High Performance Committee

The High Performance Committee is a Standing Committee of the Board.

Refer to [BG-10: Board Committee Principles](#) for additional background on Committees of the Board.

Mandate:

5. Gathering information and generating options and recommendations to the Board on policies relating to the Train to Train, Train to Compete and Train to Win stages of the Long Term Athlete Development Model, including qualification processes and provincial championship formats.
6. Gathering information and generating options and recommendations to the Board on policies relating to high performance athlete identification and development.
7. Gathering information and generating options and recommendations to the Board on policies and options relating to high performance coaches, officials and ice technicians.
8. Gathering information and generating options and recommendations to the Board when Curl BC is requested to provide input to the Curling Canada on matters related to the previously stated areas of expertise.

Board Policy Registry

Board Governance Process

BG-17: Board Policy Registry

The board shall ensure the Board Ancillary Policies and Procedures Manual contains the following policies:

- Protection of Privacy
- Appeals
- Harassment
- Whistleblower
- Equity and Access
- Curling Canada Event Sanctioning Policy
- Representation, Recommendations and Appointments

This Policy Registry shall be reviewed by the Governance and Strategic Planning Committee on an annual basis.

Board Policy Registry

Board CEO Linkage

BCL-Global: General Board - CEO Linkage

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

Board Policy Registry

Board CEO Linkage

BCL-1: Delegation to the CEO

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

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

Board Policy Registry

Board CEO Linkage

BCL-2: Accountability of the CEO

1. Only decisions or instructions of the Board acting as a body are binding on the CEO except in instances when the Board has specifically authorized such exercise of authority through policy or motion. Decisions are motions recorded in the Minutes of Board meetings.
2. In the case of Governors or Committees requesting information or assistance, the CEO in consultation with the Board Chair, can refuse such requests that require, in the CEO's judgment, a material amount of staff time or funds, or are disruptive.
3. The CEO is the Board's only link to operational achievement and conduct so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the CEO. Accordingly, the Board or a Governor shall never give instructions to persons who report directly or indirectly to the CEO.
4. The Board shall refrain from evaluating, either formally or informally, any staff other than the CEO.
5. Curl BC shall fund the expenses of the CEO to undertake the business of Curl BC within the terms and conditions of Curl BC Bylaws and the Policy Registry. All claims and expense incurred in execution of that business shall be vetted by the Chair of the Finance and Audit Committee or the Board Chair within 60 days of the expense being incurred.

Board Policy Registry

Board CEO Linkage

BCL-3: CEO Job Description

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

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

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

Board Policy Registry

Board CEO Linkage

BCL-4: Delegation to the CEO

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

1. The purpose of monitoring is to determine the degree to which Board policies are being fulfilled.
2. Regular monitoring is through the regular "in camera" session at the Board meeting and shall be restricted to issues raised by a Governor to the Board Chair, 7 days prior to the meeting. The 7-day notice is intended to provide the Board Chair with the time to seek facts and explanations from the CEO. Board members are encouraged to seek clarification and resolution of issues with the CEO prior to submitting them to the Board Chair. The Executive Committee is responsible for follow up with the CEO after any Board discussion..
3. Annual monitoring will use existing structures and committees to obtain information.
 - a. The CEO shall present the Curl BC annual report to the Board for discussion at the Spring meeting along with a performance analysis comparing plans with accomplishments.
 - b. Review of compliance to Executive Limitations shall be annually prior to the Spring Board meeting as follows:
 - The Finance Committee shall review compliance to EL 1, 2, 3, and 5 and submit its findings to the Executive Committee.
 - The Executive Committee shall review compliance to EL 4, and 6 to 12.

Board Policy Registry

Board CEO Linkage

BCL-5: CEO Annual Performance Appraisal

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

1. In concert with the CEO, the Board shall determine at its spring meeting the schedule and process of completing the summary written evaluation of the CEO with a completion date by 31 July.
2. The CEO Performance & Compensation Committee shall prepare a summary of any compliance issues with respect to the Executive Limitations.
3. Following the spring Board meeting, the CEO Performance & Compensation Committee shall summarize the Board's evaluation of the Annual Report and provide it along with output from #2 above to the CEO for comment.
4. The CEO and the CEO Performance and Compliance Committee shall jointly develop the final CEO appraisal document.

Board Policy Registry

Ends

E-Global: Global End

Global End

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

Curl BC Vision

Curling is an integral part of the lifestyle, culture and heritage of British Columbia.

Curl BC Core Values

Family

We are a community of individuals that acts like a family that is connected and passionate about the sport of curling.

Excellence

We are committed to meeting or exceeding the highest standards at all times.

Commitment

We align both personal and corporate goals to enable a commitment to succeed so that the organization will be successful for all.

Integrity

We act in a fair, consistent and forthright manner which enables honorable delivery of our programs and services.

Respect

We show respect by collaborating, communicating and cooperating with all of our members, partners and stakeholders.

Transparency

We act in an open manner.

Board Policy Registry

Ends

E-1: Level 1 Ends

Global End

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

E1 Member Engagement

Curl BC serves as the hub of the curling industry in BC, working with its members to act as a collective by sharing best practices, support services and educational programming.

E2 Partnerships

All levels of government, business and the media – along with other like-minded community organizations – see curling as an important part of the BC community.

E3 Participation

Curl BC collaborates with member curling centres to develop and grow curling as a Sport for Life.

E4 Performance

Guided in their pursuit of the podium pathway by Curl BC regional and provincial programming, committed performance curlers will realize their full potential and thereby help inspire the next generation of curlers.

Board Policy Registry

Executive Limitations

EL-Global: General Executive Limitations

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

The CEO shall not significantly alter the established direction of Curl BC prior to Board approval of Ends.

Board Policy Registry

Executive Limitations

EL-1: Financial Conditions and Activities

Level 1 Statement

With respect to Financial Conditions and Activities, the CEO shall not cause, or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Board Policies or in other specifically identified Board policy related Directives.

Level 2 Statements

Accordingly the CEO shall not:

1. Expend more than 2.5% of the annual operating funds in the Curl BC operating budget than have been received (including accounts receivable) in the fiscal year.
2. Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within the fiscal year end.
3. Borrow in excess of Twenty Five Thousand Dollars (\$25,000) without obtaining Board approval.
4. Use restricted contributions for any purpose other than that designated by the contributor or jeopardize receipt of committed contributions.
5. Operate without obtaining Board approval before signing any new multi-year agreement with a value greater than \$25,000 per year or 2 percent of the total budget whichever is lower.
6. Operate without making available to the Board a list of all agreements with an annual cash and/or in kind value in excess of \$10,000 (excludes ongoing staff contracts)
7. Cause Curl BC to be late or not in compliance with government required reporting, tax payments or filings.
8. Operate without providing the Board through the Finance and Audit Committee a timely monthly financial report.

Board Policy Registry

Executive Limitations

EL-2: Business and Financial Planning

Level 1 Statement

With respect to Business and Financial Planning, the CEO shall not cause or allow budgeting for any fiscal year, or the remaining part of any fiscal year, that is not consistent with generally accepted accounting practices, and shall not deviate materially from the Board-stated Ends priorities or risk fiscal jeopardy.

Level 2 Statements

Accordingly the CEO shall not:

1. Operate the affairs of Curl BC without a multi-year business plan and annual budget that demonstrates progress towards achieving the Board's Ends. Annual Board approved business plan and budget shall evaluate the programs and activities of the previous fiscal year.
2. Cause or allow budgeting that:
 - a. Includes the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period
 - b. Does not include planned capital expenditures for the year and anticipated funding of capital acquisitions
3. Present a business plan (consistent with progress towards Ends) and budget to the Finance and Audit Committee without allowing adequate time to assess compliance with EL-1, EL-2 and EL-3.

Board Policy Registry

Executive Limitations

EL-3: Asset Protection



Level 1 Statement

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

Level 2 Statements

Accordingly, the CEO shall not:

1. Operate without an ongoing assessment of risk and where deemed appropriate without acquiring the required property, a minimum of \$5 million liability and cancellation insurance to adequately protect Curl BC's assets and purposes.
2. Operate without maintaining an inventory of significant Curl BC capital property as necessary for insurance purposes.
3. Operate without a minimum of \$2 million in Directors and Officers liability coverage insurance and general liability coverage for staff and volunteers.
4. Operate without adequate protection of intellectual property, proprietary material or content, information and files from loss or significant damage.
5. Cause or allow decisions, actions or circumstances which unnecessarily expose Curl BC, its Board or its staff and volunteers to claims of liability.
6. Invest Curl BC's liquid and operating capital in anything other than Canadian Deposit Insurance Corporation (CDIC) insured accounts.
7. Acquire unbudgeted capital assets in excess of \$5,000 in any given fiscal year without prior Board approval of the priority and amount.

Board Policy Registry

Executive Limitations

EL-4: Treatment of Staff, Contractors and Volunteers

Level 1 Statement

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

Level 2 Statements

Accordingly the CEO shall not:

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

Board Policy Registry

Executive Limitations

EL-5: Compensation and Benefits



Level 1 Statement

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

Level 2 Statements

Accordingly, the CEO shall not:

1. Change the CEO's own compensation and benefits.
2. Operate without periodic review with oversight by the Finance and Audit Committee to ensure that the compensation program falls within a reasonable range of competitive practices for comparable positions among similarly situated organizations. The CEO shall not operate outside the following Board-approved salary grid. The total for Regional Coaches is dependent on assured funding.

Position	2016		2017		2018		2019		2020	
	Low	High	Low	High	Low	High	Low	High	Low	High
Executive Director / CEO	71,100	99,600	71,800	100,600	72,500	101,600	73,250	102,600	74,000	103,650
Technical Directors/ Provincial Coaches	49,200	69,000	49,700	69,700	50,200	70,400	50,700	71,100	51,200	71,800
Program Managers	46,000	61,200	46,450	61,800	46,900	62,400	47,350	63,000	47,800	63,650
Program Coordinators	38,300	49,200	38,700	49,700	39,100	50,200	39,500	50,700	39,900	51,200
Administrative Assistants	35,000	43,000	35,350	43,450	35,700	43,900	36,050	44,350	36,400	44,800

3. Upgrade a position from Assistant to Coordinator, Coordinator to Manager or Manager to Director without informing the Finance and Audit Committee. Further, the CEO shall not cause the annual salary of a full-time staff member to increase by more than 5% per annum without the approval of the Finance and Audit Committee.
4. Create new full-time permanent employee positions without the approval of the Finance and Audit Committee.
5. Fill an existing position or create a new temporary position without posting the vacancy on the Curl BC web site and communicating the vacancy to all Curl BC Board members.
6. Operate without a comprehensive benefit program available to all full time staff and all full time contract personnel with a minimum of a one year contract to begin following a three month probationary period that includes the following benefits:
 - the Sport BC benefit package with plan premiums matched for eligible employees based on the following schedule:
 - three months after hire - premium costs 50% employer paid/50% employee paid;
 - after three years service - premium costs 75% employer paid/25% employee paid;

Board Policy Registry

- after five years service - premium costs 100% employer paid.
 - An optional RSP contribution plan for eligible employees with contributions matched on the following schedule:
 - three months after hire - contributions may be made but no employer matching;
 - after three years service - employer will match contributions to a maximum of 3% of annual salary;
 - after five years service - employer will match contributions to a maximum of 5% of annual salary.
 - an annual non-accumulating sick time benefit to eligible employees consisting of eight (8) sick days per fiscal year.
 - an annual vacation benefit to eligible employees that meets or exceeds the BC Employment standards by providing:
 - a. at hire - three weeks annual vacation pro-rated for months of service;
 - b. after 5 years service - four weeks annual vacation pro-rated for months of service;
 - c. after 10 years service - five weeks annual vacation pro-rated for months of service
 - equipment use, staff parking, travel expenses, memberships and training at the discretion of the CEO in compliance with fiscal policies and regulatory reporting and taxation requirements.
 - the CEO's vacation benefits and Sport BC benefit plan employer contribution levels shall be separately negotiated within the CEO employment contract but in no case shall be less than those defined for other staff.
7. Provide honorariums and expenses for volunteers serving in the following capacities in excess of the amount approved by the Board:
- Chief Umpires at all provincial championships may be given an honorarium of up to \$200 plus accommodation, mileage and per diem expenses at the rate approved for Board members;
 - Provincial Head Statistician or the Head Statistician may receive accommodation, mileage and per diem expenses at the approved rate for Board members while at required events and may be given an honorarium of up to \$200 when acting as the Head Statistician at televised provincial championships;
 - Under special circumstances, the CEO has the authority to make an exception to these guidelines.
8. Provide honorariums and/or expenses for Ice Technicians serving in the following capacities in excess of the amount approved by the Board:
- If Curl BC appoints Ice Technicians for televised provincial championships:
 - The Head Ice Technician, if not normally employed by the host club, may receive up to \$300 per day including three days prior to the event for ice installation if the event is held in an arena and two days prior to the event for ice preparation if the event is held in the host curling centre;
 - The Head Ice Technician, if normally employed by the host club, may receive up to \$150 per day if the event is held in an arena and no reimbursement if the event is held in the host club;
 - The Assistant Ice Technician, if not normally employed by the host club, may receive up to \$100 per day including three days prior to the event for ice installation if the event is held in

Board Policy Registry

an arena and two days prior to the event for ice preparation if the event is held in the host curling centre.

- If a host club requests the services of an ice technician not employed by the host club for a non-televised provincial championship, the CEO shall appoint and subsidize the provision of this ice technician at a cost not to exceed \$1,800, depending on the requirements, to assist with ice and rocks prior to and during the competition.
- Under special circumstances, the CEO has the authority to make an exception to these guidelines.

Board Policy Registry

Executive Limitations

EL-6: Treatment of Sponsors, Partners and Participants

Level 1 Statement

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

Level 2 Statements

Accordingly the CEO shall not:

1. Operate without ongoing consultation with sponsors, partners and participants.
2. Restrict access to information appropriate to the requesting sponsor, partner or participant.
3. Allow sponsors, partners and participants to be uninformed of their responsibilities and Curl BC's expectations of their behaviour when participating in Curl BC programs or events.

Board Policy Registry

Executive Limitations

EL-7: Communications and Support to the Board

Level 1 Statement

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

Level 2 Statements

Accordingly the CEO shall not:

1. Neglect to submit pertinent information.
2. Allow the board to function without timely reports on emerging issues and updates on the status of the annual business plan and budget at each regular.
3. Allow any situation where the Board fails to receive Curl BC public announcements or communication.
4. Operate without providing mechanism(s) for official Board or Committee communications.
5. Allow any situation where the Board does not receive timely advance notice of actual or anticipated non-compliance with any Curl BC Board policy.
6. Allow administrative support provided for Board activities to be inadequate or unreasonable.

Board Policy Registry

Executive Limitations

EL-8: Emergency CEO Succession

Level 1 Statement

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

Level 2 Statements

Accordingly, the CEO shall not:

1. Operate without a contingency for the CEO's absence or incapacity.
2. Allow staff members to be uninformed of the issues and processes of the operation of Curl BC and the Board.
3. Allow the CEO to be the sole individual aware and knowledgeable on issues critical to the operation of Curl BC.

Board Policy Registry

Executive Limitations

EL-9: Public image

Level 1 Statement

With respect to the Public Image, the CEO shall not cause or allow operational conditions, procedures, opinions or decisions that jeopardize the public image of Curl BC.

Level 2 Statements

Accordingly, the CEO shall not:

1. Operate without communications and public relations operational procedures.
2. Permit the use of Curl BC resources to participate in or express an opinion about unrelated political, social or economic issues.
3. Permit any type of presentations that conveys or portrays information that is contrary to Board policy.
4. Authorize anyone other than the designated Governor to speak “on behalf of the board” unless the board delegates this responsibility to the CEO.

Board Policy Registry

Executive Limitations

EL-10: Partnerships and Alliances

Level 1 Statement

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

Level 2 Statements

Accordingly, the CEO shall not:

1. Operate without appropriate input from Member Curling Centres, Staff, Stakeholders and Volunteers when developing means for achieving the Board's Ends.
2. Operate without a plan to enhance partnerships and alliances.
3. Allow corporate sponsorship or partnerships with any organization whose principles, practices or products are inconsistent with the Board's Policies.
4. Allow acceptance of financial or other assistance from any manufacturer or wholesale distributor of substances prohibited by the World Anti-Doping Agency.

Board Policy Registry

Executive Limitations

EL-11: Championships, Competitions and Events

Level 1 Statement

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

Level 2 Statements

Accordingly, the CEO shall not:

1. Start the year at the AGM without a Board-approved plan identifying the accepted or potential sites for the following BC Championships leading to Canadian Championships, and arrange qualifying events leading up to these championships:
 - Men's
 - Women's
 - Junior (U21) Men's & Women's
 - Mixed
 - Senior (50+) Men's & Women's
 - Master (60+) Men's & Women's
 - Wheelchair
 - U18 Boys' & Girls'
 - Mixed Doubles
2. Fail to function within the following principles:

Curl BC's competitive playdown process will be structured and operated in a manner that:

 - declares the best championship team possible
 - is fiscally responsible
 - respects the:
 - time and financial commitments of the participating curlers
 - time commitment of all volunteers
 - contribution and operational requirements of the host facility
 - goals and requirements of our funding partners and sponsors
 - contributes to the development of competitive teams, at the level that is appropriate to the athletes' stage of the Long Term Athlete Development model
 - encourages participation throughout the province whenever possible
 - adheres to rules and regulations of national and next level events
3. .
4. Announce a provincial championship site prior informing the Board.

Board Policy Registry

Executive Limitations

EL-12: Disputes, Grievances and Appeals

Level 1 Statement

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

Level 2 Statements

Accordingly, the CEO shall not:

1. Let the Board be unaware of situations where, in the CEO's opinion, Board or Governor behaviour is detrimental to the working relationship between the Board and the CEO.
2. Operate without a grievance/appeal policy for volunteers, staff and contractors.