



Ontario Curling Council

Policy Manual

VERSION: SEPTEMBER 11, 2023

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Abuse Policy

PREAMBLE

The Ontario Curling Council is committed to creating an environment free of Abuse for all of its participants.

DEFINITIONS

1. The following terms have these meanings in this Policy:
 - a) *“Vulnerable Individuals”* – Includes Children / Youth (Minors) and Vulnerable Adults (people who, because of age, disability or other circumstance, are in a position of dependence on others or are otherwise at a greater risk than the general population of being harmed by people in positions of trust or authority);
 - b) *“Individuals”* – All categories of membership defined in Ontario Curling Council’s Bylaws, as well as all individuals employed by, or engaged in activities with Ontario Curling Council including, but not limited to, volunteers, managers, administrators, committee members, and Directors and Officers of Ontario Curling Council; and
 - c) *“Abuse”* – Child/Youth Abuse or Vulnerable Adult Abuse as described in this Policy.
 - d) *“Minor”* – any Individual who is under the age of majority at the time and in the jurisdiction where the alleged breach of any Ontario Curling Council policy has occurred. Adult Individuals are responsible for knowing the age of a Minor. For the purpose of protection in Ontario, the age of majority is defined as 18 years old.

PURPOSE

2. Ontario Curling Council is committed to a sport environment free from abuse. The purpose of this Policy is to stress the importance of that commitment by educating Individuals about abuse, outlining how Ontario Curling Council will work to prevent abuse, and how abuse or suspected abuse can be reported to and addressed by Ontario Curling Council.

ZERO TOLERANCE STATEMENT

3. Ontario Curling Council has zero tolerance for any type of abuse. Individuals are required to report instances of abuse or suspected abuse to Ontario Curling Council to be immediately addressed

under the terms of the applicable policy or, where required, for Ontario Curling Council to report to the appropriate public authorities.

EDUCATION – WHAT IS ABUSE

4. Vulnerable Individuals can be abused in different forms.
5. The following description of Child / Youth Abuse has been modified and adapted from Ecclesiastical's *Guidelines for Developing a Safety & Protection Policy for Children / Youth / Vulnerable Adults*:

Child / Youth Abuse

6. "Child abuse" refers to the violence, mistreatment or neglect that a child or adolescent may experience while in the care of someone they depend on or trust. There are many different forms of abuse and a child may be subjected to more than one form:
 - a) **Physical abuse** involves single or repeated instances of deliberately using force against a child in such a way that the child is either injured or is at risk of being injured. Physical abuse includes beating, hitting, shaking, pushing, choking, biting, burning, kicking or assaulting a child with a weapon. It also includes holding a child under water, or any other dangerous or harmful use of force or restraint.
 - b) **Sexual abuse** and exploitation involve using a child for sexual purposes. Examples of child sexual abuse include fondling, inviting a child to touch or be touched sexually, intercourse, rape, incest, sodomy, exhibitionism, or involving a child in prostitution or pornography.
 - c) **Neglect** is often chronic, and it usually involves repeated incidents. It involves failing to provide what a child needs for his or her physical, psychological or emotional development and well being. For example, neglect includes failing to provide a dependent child with food, clothing, shelter, cleanliness, medical care, or protection from harm.
 - d) **Emotional abuse** involves harming a child's sense of self-worth. It includes acts (or omissions) that result in, or place a child at risk of, serious behavioural, cognitive, emotional, or mental health problems. For example, emotional abuse may include aggressive verbal threats, social isolation, intimidation, exploitation, or routinely making unreasonable demands. It also includes exposing the child to violence.
7. An abuser may use a number of different tactics to gain access to children, exert power and control over them, and prevent them from telling anyone about the abuse or seeking support. The abuse may happen once, or it may occur in a repeated and escalating pattern over a period of months or years. The abuse may change form over time.
8. Abuse of children or youth in sport can include emotional maltreatment, neglect, and physical maltreatment.
 - a) **Emotional Maltreatment** – A coach's failure to provide a developmentally-appropriate and supportive environment. Emotional abuse is at the foundation of all other forms of maltreatment (sexual, physical and neglect). In sports, this conduct has the potential to cause emotional or psychological harm to an athlete when it is persistent, pervasive or patterned acts (i.e., yelling at an athlete once does not constitute maltreatment). Examples of emotional maltreatment include:

- i. Refusal to recognize an athlete's worth or the legitimacy of an athlete's needs (including complaints of injury/pain, thirst or feeling unwell)
 - ii. Creating a culture of fear, or threatening, bullying or frightening an athlete
 - iii. Frequent name-calling or sarcasm that continually "beats down" an athlete's self-esteem
 - iv. Embarrassing or humiliating an athlete in front of peers
 - v. Excluding or isolating an athlete from the group
 - vi. Withholding attention
 - vii. Encouraging an athlete to engage in destructive and antisocial behaviour, reinforcing deviance, or impairing an athlete's ability to behave in socially appropriate ways
 - viii. Over-pressuring; whereby the coach imposes extreme pressure upon the athlete to behave and achieve in ways that are far beyond the athlete's capabilities
 - ix. Verbally attacking an athlete personally (e.g., belittling them or calling them worthless, lazy, useless, fat or disgusting).
 - x. Routinely or arbitrarily excluding athletes from practice
 - xi. Using conditioning as punishment
 - xii. Throwing sports equipment, water bottles or chairs at, or in the presence of, athletes
 - xiii. Body shaming – making disrespectful, hurtful or embarrassing comments about an athlete's physique
- b) **Neglect** - acts of omission (i.e., the coach should act to protect the health/well-being of an athlete but does not). Examples of neglect include:
- i. Isolating an athlete in a confined space or stranded on equipment, with no supervision, for an extended period
 - ii. Withholding, recommending against, or denying adequate hydration, nutrition, medical attention or sleep
 - iii. Ignoring an injury
 - iv. Knowing about sexual abuse of an athlete but failing to report it
- c) **Physical Maltreatment** - involves contact or non-contact behaviour that can cause physical harm to an athlete. It also includes any act or conduct described as physical abuse or misconduct (e.g., child abuse, child neglect and assault). Almost all sport involves strenuous physical activity. Athletes regularly push themselves to the point of exhaustion. However, any activity that physically harms an athlete—such as extreme disciplinary actions or punishment—is unacceptable. Physical maltreatment can extend to seemingly unrelated areas including inadequate recovery times for injuries and restricted diet. Examples of physical maltreatment include:
- i. Punching, beating, biting, striking, choking or slapping an athlete
 - ii. Intentionally hitting an athlete with objects or sporting equipment
 - iii. Providing alcohol to an athlete under the legal drinking age
 - iv. Providing illegal drugs or non-prescribed medications to any athlete
 - v. Encouraging or permitting an athlete to return to play prematurely or without the clearance of a medical professional, following a serious injury (e.g., a concussion)
 - vi. Prescribed dieting or other weight-control methods without regard for the nutritional well-being and health of an athlete
 - vii. Forcing an athlete to assume a painful stance or position for no athletic purpose, or excessive repetition of a skill to the point of injury

- viii. Using excessive exercise as punishment (e.g., stretching to the point of causing the athlete to cry, endurance conditioning until the athlete vomits)
- 9. Importantly, emotional and physical maltreatment does not include professionally-accepted coaching methods (per the NCCP) of skill enhancement, physical conditioning, team building, discipline, or improving athletic performance.
- 10. Potential warning signs of abuse of children or youth can include:
 - a) Recurrent unexplained injuries
 - b) Alert behaviour; child seems to always be expecting something bad to happen
 - c) Often wears clothing that covers up their skin, even in warm weather
 - d) Child startles easily, shies away from touch or shows other skittish behaviour
 - e) Constantly seems fearful or anxious about doing something wrong
 - f) Withdrawn from peers and adults
 - g) Behavior fluctuates between extremes (e.g., extremely cooperative or extremely demanding)
 - h) Acting either inappropriately beyond their age (like an adult; taking care of other children) or inappropriately younger than their age (like an infant; throwing tantrums)
 - i) Acting out in an inappropriate sexual way with toys or objects
 - j) New adult words for body parts and no obvious source
 - k) Self-harm (e.g., cutting, burning or other harmful activities)
 - l) Not wanting to be alone with a particular child or young person

Vulnerable Adult Abuse

- 11. Although individuals may be abused at virtually any life stage – childhood, adolescence, young adulthood, middle age, or old age – the nature and consequences of abuse may differ depending on an individual's situation, disability, or circumstance.
- 12. Abuse of vulnerable adults is often described as a misuse of power and a violation of trust. Abusers may use a number of different tactics to exert power and control over their victims. Abuse may happen once, or it may occur in a repeated and escalating pattern over months or years. The abuse may take many different forms, which may change over time:
 - a) **Psychological abuse** includes attempts to dehumanize or intimidate vulnerable adults. Any verbal or non-verbal act that reduces their sense of self-worth or dignity and threatens their psychological and emotional integrity is abuse. This type of abuse may include, for example
 - i. Threatening to use violence
 - ii. Threatening to abandon them
 - iii. Intentionally frightening them
 - iv. Making them fear that they will not receive the food or care they need
 - v. Lying to them
 - vi. Failing to check allegations of abuse against them
 - b) **Financial abuse** encompasses financial manipulation or exploitation, including theft, fraud, forgery, or extortion. It includes using a vulnerable adult's money or property in a dishonest manner or failing to use a vulnerable adult's assets for their welfare. Abuse occurs any time

someone acts without consent in a way that financially or personally benefits one person at the expense of another. This type of abuse against a vulnerable adult may include, for example:

- i. Stealing their money, disability cheques, or other possessions
- ii. Wrongfully using a Power of Attorney
- iii. Failing to pay back borrowed money when asked

- c) **Physical abuse** includes any act of violence – whether or not it results in physical injury. Intentionally inflicting pain or injury that results in either bodily harm or mental distress is abuse. Physical abuse may include, for example:

- i. Beating
- ii. Burning or scalding
- iii. Pushing or shoving
- iv. Hitting or slapping
- v. Rough handling
- vi. Tripping
- vii. Spitting

- d) All forms of sexual abuse are also applicable to vulnerable adults

13. Potential warning signs of abuse of vulnerable adults can include:

- a) Depression, fear, anxiety, passivity
- b) Unexplained physical injuries
- c) Dehydration, malnutrition, or lack of food
- d) Poor hygiene, rashes, pressure sores
- e) Over-sedation

Preventing Abuse

14. Ontario Curling Council will enact measures aimed at preventing abuse. These measures include screening, orientation, training, practice, and monitoring.

Screening

15. Individuals who coach, volunteer, officiate, deliver developmental programs, are affiliated with provincial teams, accompany a team to an event or competition, are paid staff, or otherwise engage with Vulnerable Individuals involved with Ontario Curling Council will be screened according to the organization's *Screening Policy*.
16. Ontario Curling Council will use the *Screening Policy* to determine the level of trust, authority, and access that each Individual has with Vulnerable Individuals. Each level of risk will be accompanied by increased screening procedures which may include the following, singularly or in combination:
- a) Completing an Application Form for the position sought (which includes alerting Individuals that they must agree to adhere with the organization's policies and procedures (including this *Abuse Policy*))
 - b) Completing a Screening Declaration Form
 - c) Providing letters of reference
 - d) Providing a Criminal Record Check ("CRC") and/or Vulnerable Sector Check ("VSC")
 - e) Providing a driver's abstract (for Individuals who transport Vulnerable Individuals)
 - f) Other screening procedures, as required

17. An Individual's failure to participate in the screening process or pass the screening requirements as determined by a Screening Committee, will result in the Individual's ineligibility for the position sought.

Orientation and Training

18. Ontario Curling Council may deliver orientation and training to those Individuals who have access to, or interact with, Vulnerable Individuals. The orientation and training, and their frequency, will be based on the level of risk, as described in the *Screening Policy*.
19. Orientation may include, but is not limited to: introductory presentations, facility tours, equipment demonstrations, parent/athlete meetings, meetings with colleagues and supervisors, orientation manuals, orientation sessions, and increased supervision during initial tasks or period of engagement.
20. Training may include, but is not limited to: certification courses, online learning, mentoring, workshop sessions, webinars, on-site demonstrations, and peer feedback.
21. At the conclusion of the orientation and training, Individuals will be required to acknowledge, in written form, that they have received and completed the training.

Practice

22. When Individuals interact with Vulnerable Individuals, they are required to enact certain practical approaches to these interactions as outlined in the Athlete Protection Policy. These include, but are not limited to:
 - a) Limiting physical interactions to non-threatening or non-sexual touching (e.g., high-fives, pats on the back or shoulder, handshakes, specific skill instruction, etc.)
 - b) Ensuring that Vulnerable Individuals are always supervised by more than one adult (See Rule of Two - Athlete Protection Policy).
 - c) Ensuring that more than one person is responsible for team selection (thereby limiting the consolidation of power onto one Individual)
 - d) Including parents/guardians in all communication (e.g., electronic, telephonic) with Vulnerable Individuals
 - e) Ensuring that parents/guardians are aware that some non-personal communication between Individuals and Vulnerable Individuals (e.g., coaches and athletes) may take place electronically (e.g., by texting), especially with older Vulnerable Individuals (e.g., teenagers). Individuals are aware that such communication is subject to Ontario Curling Council's *Code of Conduct and Ethics* and *Social Media Policy*.
 - f) When traveling with Vulnerable Individuals, the Individual will not transport Vulnerable Individuals without another adult present and will not stay in the same overnight accommodation location without additional adult supervision.

Monitoring

23. Ontario Curling Council will regularly monitor those Individuals who have access to, or interact with, Vulnerable Individuals. The monitoring will be based on the level of risk, as described in the *Screening Policy*.

24. Monitoring may include, but is not limited to: regular status reports, logs, supervisor meetings, supervisor on-site check-ins, feedback provided directly to the organization (from peers and parents/athletes), and regular evaluations.

REPORTING ABUSE

25. Individuals that receive reports of abuse that are shared confidentially by a Vulnerable Individual shall report the incident to the Vulnerable Individual's parents/guardians and Ontario Curling Council. Depending on the nature of the alleged abuse, Ontario Curling Council shall determine if the matter must be reported to the police or another public authority. Individuals must respond to such reports in a non-judgemental, supportive and comforting manner but must also explain that the report may need to be escalated to the proper authority or to the Vulnerable Individual's parent/guardian.
26. Unless the case is being investigated by the police or other public authorities, complaints or reports that describe an element of **abuse** will be addressed by the process(es) described in Ontario Curling Council's *Discipline and Complaints Policy* and the *Investigations Policy - Discrimination, Harassment and Abuse*.



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Accessibility Policy

PREAMBLE

The Ontario Curling Council's stated mission is to promote, develop, and grow curling as a recreational and competitive sport in Ontario. As the Provincial Sport Organization, we work with our members to develop programs and services for all participants in the sport of curling.

PURPOSE

The purpose of this policy is to clearly identify that we are committed to treating all participants equitably and respectfully. We will continue to improve accessibility for all persons with disabilities to allow for participation, skill development, and performance excellence.

POLICY

The policy of the Ontario Curling Council is to ensure equal sport access and participation for persons with disabilities. The Ontario Curling Council will meet the accessibility requirements as stated in the *Accessibility for Ontarians with Disabilities Act* and Ontario's accessibility laws.

AREAS OF FOCUS

Information and Communication

We will communicate with persons with disabilities in a manner that takes into account their abilities. When asked, we will provide information in accessible formats or with communication support. We will endeavor to provide information about our programs and services, including public safety in accessible forms.

We will meet internationally-recognized *Web Content Accessibility Guidelines* (WCAG) 2.1 Level AA website requirements in accordance with Ontario's accessibility laws.

We will ensure all OCC policies promote accessibility for all.

Employment

Employees, potential hires, and the public will be notified that accommodations can be made during recruitment and hiring. All staff will be notified that supports are available for persons with disabilities. We will establish a process to develop individual accommodation plans and customized emergency information for employees when required.

Training

We will train our employees and volunteers on the Ontario accessibility laws as they relate to specific roles.

Assistive Devices

The Ontario Curling Council is committed to providing access to our services for all customers and will seek to remove obstacles faced by individuals with disabilities at our permanent office by allowing for customer use of various assistive devices.

Service Animals

We welcome people with disabilities and their service animals. Service animals are allowed at our permanent office.

Support Persons

A person with a disability who is accompanied by a support person will be allowed to have that person accompany them on our premises.

RESOURCES

Accessibility for Ontarians with Disabilities Act <https://www.ontario.ca/laws/statute/05a11>

Web Content Accessibility Guidelines (WCAG) 2.1 <https://www.w3.org/TR/WCAG21/>



Policy Name: Anti-Doping Policy
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Anti-Doping Policy

PREAMBLE

The Ontario Curling Council has adopted the [Canadian Anti-Doping Program](#) (CADP).

By adopting the CADP, the Ontario Curling Council has joined a world-class anti-doping program that is designed to protect athletes' rights and ensure a level playing field. The Ontario Curling Council's anti-doping policy reflects and supports the CADP.

POLICY

The Ontario Curling Council has adopted the Canadian Anti-Doping Program (CADP). As part of Ontario Curling Council, all members of Ontario Curling Council are subject to Canada's anti-doping rules, which are administered by the Canadian Centre for Ethics in Sport (CCES). The CADP involves seven core elements; Jurisdiction, Athlete Services, Education, Testing, Sample Collection, Results Management and Intelligence & Investigations. The CADP consists of several components such as in- and out-of-competition testing, education, medical exemptions, and the consequences of doping violations, and is compliant with the World Anti-Doping Code and all international standards.

Important Information

The CCES recommends that athletes take the following actions to ensure they don't commit an inadvertent anti-doping rule violation:

Doping Control

Review the [sample collection procedures](#).

Know your [anti-doping rights and responsibilities](#).

Always [comply with a testing request](#) if you are notified for doping control.

Prohibited Substances & Methods

[Check all medications and products](#) before taking them to ensure they do not contain ingredients that are banned in sport.

Verify your [medical exemption requirements](#).

Learn about the [doping risks associated with supplement use](#) and how to minimize them.

In addition to the rules of the Canadian Anti-Doping Program, curlers may also be subject to additional rules of the World Curling Federation (WCF). Learn more about the [WCF's anti-doping policies and procedures](#)

- Email: info@cces.ca
- Call toll-free: 1 800-672-7775
- Online: <https://cces.ca/anti-doping>



Policy Name: Appeals
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Appeals Policy

Definitions

1. The following terms have these meanings in this Policy:
 - a) “*Appellant*” – The Party appealing a decision
 - b) “*Case Manager*” – The Manager, Programs and Operations or an individual appointed by the Manager, Programs and Operations who may be any staff member, committee member, volunteer, Councillor, or an independent third party, to oversee this Appeal Policy. The Case Manager will have responsibilities that include, but are not limited to:
 - i. Ensuring procedural fairness;
 - ii. Respecting the applicable timelines; and
 - iii. Using decision making authority empowered by this Policy.
 - c) “*Respondent*” – The body whose decision is being appealed
 - d) “*Parties*” – The Appellant, Respondent, and any other Individuals affected by the appeal
 - e) “*Days*” – Days including weekends and holidays
 - f) “*Individuals*” – All categories of membership defined in Ontario Curling Council’s Bylaws, as well as all individuals employed by, or engaged in activities with Ontario Curling Council including, but not limited to, athletes, coaches, convenors, officials, volunteers, managers, administrators, committee members, Councillors and Officers of Ontario Curling Council, spectators at events, and parents/guardians of athletes

Purpose

2. Ontario Curling Council is committed to providing an environment in which all Individuals involved with Ontario Curling Council are treated with respect and fairness. Ontario Curling Council provides Individuals with this *Appeal Policy* to enable fair, affordable, and expedient appeals of certain decisions made by Ontario Curling Council. Further, some decisions made by the process outlined in Ontario Curling Council’s *Discipline and Complaints Policy* may be appealed under this Policy.

Scope and Application of this Policy

3. This Policy applies to all Individuals. Any Individual who is directly affected by a decision by Ontario Curling Council shall have the right to appeal that decision provided there are sufficient grounds for the appeal under the 'Grounds for Appeal' section of this Policy.
4. This Policy **will apply** to decisions relating to:
 - a) Eligibility
 - b) Selection
 - c) Conflict of Interest
 - d) Discipline
 - e) Membership
5. This Policy **will not apply** to decisions relating to:
 - a) Employment
 - b) Infractions for doping offenses
 - c) The rules of the sport
 - d) Selection criteria, quotas, policies, and procedures established by entities other than Ontario Curling Council
 - e) Substance, content and establishment of team selection criteria
 - f) Volunteer/coach appointments and the withdrawal or termination of those appointments
 - g) Budgeting and budget implementation
 - h) Ontario Curling Council's operational structure and committee appointments
 - i) Decisions or discipline arising within the business, activities, or events organized by entities other than Ontario Curling Council (appeals of these decisions shall be dealt with pursuant to the policies of those other entities unless requested and accepted by Ontario Curling Council at its sole discretion)
 - j) Commercial matters for which another appeals process exists under a contract or applicable law
 - k) Decisions made under this Policy

Timing of Appeal

6. Individuals who wish to appeal a decision have seven (7) days from the date on which they received notice of the decision to submit, in writing to Ontario Curling Council, the following:
 - a) Notice of the intention to appeal
 - b) Contact information and status of the appellant
 - c) Name of the respondent and any affected parties, when known to the Appellant
 - d) Date the appellant was advised of the decision being appealed
 - e) A copy of the decision being appealed, or description of decision if written document is not available
 - f) Grounds for the appeal
 - g) Detailed reasons for the appeal
 - h) All evidence that supports these grounds
 - i) Requested remedy or remedies
 - j) An administration fee of one hundred dollars (\$100), which will be refunded if the appeal is upheld

7. An Individual who wishes to initiate an appeal beyond the seven (7) day period must provide a written request stating the reasons for an exemption. The decision to allow, or not allow, an appeal outside of the seven (7) day period will be at the sole discretion of the Case Manager and may not be appealed.

Grounds for Appeal

8. A decision cannot be appealed on its merits alone. An appeal may only be heard if there are sufficient grounds for appeal. Sufficient grounds include the Respondent:
 - a) Made a decision that it did not have the authority or jurisdiction (as set out in the Respondent's governing documents) to make
 - b) Failed to follow its own procedures (as set out in the Respondent's governing documents)
 - c) Made a decision that was influenced by bias (where bias is defined as a lack of neutrality to such an extent that the decision-maker appears not to have considered other views)
 - d) Failed to consider relevant information or took into account irrelevant information in making the decision
 - e) Made a decision that was grossly unreasonable
9. The Appellant must demonstrate, on a balance of probabilities, that the Respondent has made a procedural error as described in the 'Grounds for Appeal' section of this Policy and that this error had, or may reasonably have had, a material effect on the decision or decision-maker.
10. Upon receiving the notice of the appeal, the fee, and all other information (outlined in the 'Timing of Appeal' section of this Policy), Ontario Curling Council and the Appellant may first attempt to resolve the dispute pursuant to Ontario Curling Council's *Dispute Resolution Policy* or through the Early Resolution Facilitation services offered by the Sport Dispute Resolution Centre of Canada (SDRCC).
11. Appeals resolved by mediation under Ontario Curling Council's *Dispute Resolution Policy* or through Early Resolution Facilitation at the SDRCC will result in the administration fee being refunded to the Appellant.

Screening of Appeal

12. Should the appeal not be resolved by using the *Dispute Resolution Policy* or through resolution facilitation at the SDRCC, Ontario Curling Council will appoint an independent Case Manager (who must not be in a conflict of interest) who has the following responsibilities:
 - a) Determine if the appeal falls under the scope of this Policy
 - b) Determine if the appeal was submitted in a timely manner
 - c) Decide whether there are sufficient grounds for the appeal
13. If the appeal is denied on the basis of insufficient grounds, because it was not submitted in a timely manner, or because it did not fall under the scope of this Policy, the Appellant will be notified, in writing, of the reasons for this decision. This decision may not be appealed.

14. If the Case Manager is satisfied there are sufficient grounds for an appeal, the Case Manager will appoint an Appeals Panel which shall consist of a single Arbitrator, to hear the appeal. In extraordinary circumstances, and at the discretion of the Case Manager, a Panel of three persons may be appointed to hear the appeal. In this event, the Case Manager will appoint one of the Panel's members to serve as the Chair.

Procedure for Appeal Hearing

15. The Case Manager shall notify the Parties that the appeal will be heard. The Case Manager shall then decide the format under which the appeal will be heard. This decision is at the sole discretion of the Case Manager and may not be appealed.
16. If a Party chooses not to participate in the hearing, the hearing will proceed in any event.
17. The format of the hearing may involve an oral in-person hearing, an oral hearing by telephone or other electronic means, a hearing based on a review of documentary evidence submitted in advance of the hearing, or a combination of these methods. The hearing will be governed by the procedures that the Case Manager and the Panel deem appropriate in the circumstances, provided that:
 - a) The hearing will be held within a timeline determined by the Case Manager
 - b) The Parties will be given reasonable notice of the day, time and place of the hearing
 - c) Copies of any written documents which the parties wish to have the Panel consider will be provided to all Parties in advance of the hearing
 - d) The Parties may be accompanied by a representative, advisor, or legal counsel at their own expense
 - e) The Panel may request that any other individual participate and give evidence at the hearing
 - f) The Panel may allow as evidence at the hearing any oral evidence and document or thing relevant to the subject matter of the appeal, but may exclude such evidence that is unduly repetitious and shall place such weight on the evidence as it deems appropriate
 - g) If a decision in the appeal may affect another party to the extent that the other party would have recourse to an appeal in their own right under this Policy, that party will become a party to the appeal in question and will be bound by its outcome
 - h) The decision to uphold or reject the appeal will be by a majority vote of Panel members
18. In fulfilling its duties, the Panel may obtain independent advice.

Appeal Decision

19. The Panel shall issue its decision, in writing and with reasons, within fourteen (14) days after the hearing's conclusion. In making its decision, the Panel will have no greater authority than that of the original decision-maker. The Panel may decide to:
 - a) Reject the appeal and confirm the decision being appealed
 - b) Uphold the appeal and refer the matter back to the initial decision-maker for a new decision
 - c) Uphold the appeal and vary the decision

20. The Panel's written decision, with reasons, will be distributed to all Parties, the Case Manager, and Ontario Curling Council. In extraordinary circumstances, the Panel may first issue a verbal or summary decision soon after the hearing's conclusion, with the full written decision to be issued thereafter. The decision will be considered a matter of public record unless decided otherwise by the Panel.
21. The Panel's decision may be appealed by any of the Parties to the SDRCC in accordance with the Canadian Sport Dispute Resolution Code.

Timelines

22. If the circumstances of the appeal are such that adhering to the timelines outlined by this Policy will not allow a timely resolution to the appeal, the Case Manager and/or Panel may direct that these timelines be revised.

Confidentiality

23. The appeals process is confidential and involves only the Parties, the Case Manager, the Panel, and any independent advisors to the Panel. Once initiated and until a decision is released, none of the Parties will disclose confidential information to any person not involved in the proceedings.

Final and Binding

24. No action or legal proceeding will be commenced against Ontario Curling Council or Individuals in respect of a dispute, unless Ontario Curling Council has refused or failed to provide or abide by the dispute resolution process and/or appeal process as set out in Ontario Curling Council's governing documents.

SDRCC

25. By agreement between the Parties, the internal appeal process may be bypassed and the appeal may be heard directly by the SDRCC.



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Athlete Protection Policy

PURPOSE

1. This Athlete Protection Policy describes how Persons in Authority as defined in the Code of Conduct and Ethics Policy, shall maintain a safe sport environment for all Athletes.

INTERACTIONS BETWEEN PERSONS IN AUTHORITY AND ATHLETES – THE ‘RULE OF TWO’

2. Ontario Curling Council and its Members strongly recommend the ‘Rule of Two’ for all Persons in Authority who interact with Athletes. The Coaching Association of Canada describes the intention of the ‘Rule of Two’ as follows:

A coach must never be alone or out of sight with a minor athlete.

Two NCCP trained or certified coaches should always be present with an athlete, especially a minor athlete, when in a potentially vulnerable situation such as in a locker room or meeting room.

All one-on-one interactions between a coach and an athlete must take place within earshot and in view of a second coach except for medical emergencies. One of the coaches must also be of the same gender as the athlete.

Should there be a circumstance where a second screened and NCCP trained or certified coach is not available, a screened volunteer, parent, or adult can be recruited.

3. Ontario Curling Council recognizes that fully implementing the ‘Rule of Two’, as described above (and modified accordingly for Persons in Authority), in all circumstances, may not always be possible.

Consequently, at a minimum, interactions between Persons in Authority and Athletes must respect the following:

- i. The training environment should be open to observation so that all interactions between Persons in Authority and athletes are observable.
 - ii. Private or one-on-one situations must be avoided unless they are observable or within earshot of another adult or athlete.
 - iii. Vulnerable Individuals must not be in any situation where they are alone with a Person in Authority without another athlete or screened adult present unless prior written permission is obtained from the Vulnerable Individual's parent or guardian.
- 1. In addition to respecting the minimum requirements described above, it is strongly recommended that:
 - a) Teams or groups of athletes always have at least two Persons in Authority with them;
 - b) For mixed gender teams or groups of athletes, there will be one Person in Authority from each gender;
 - c) Screened parents or other volunteers will be available in situations when two Persons in Authority cannot be present;

PRACTICES AND COMPETITIONS

- 4. As it relates to practices and/or competitions, the following shall be respected:
 - a) If the Vulnerable Individual is the first athlete to arrive, the athlete's parent should remain until another athlete or Person in Authority arrives.
 - b) If a Vulnerable Individual would potentially be alone with a Person in Authority following a competition or practice, the Person in Authority should ask another Person in Authority (or a parent or guardian of another athlete) to stay until all of the athletes have been picked up. If an adult is unavailable, another athlete, who is preferably not a Vulnerable Individual, should be present in order to avoid the Person in Authority being alone with a single Vulnerable Individual.

COMMUNICATIONS

- 5. Communications between Persons in Authority and athletes should respect the following:
 - a) Group messages, group emails or team pages are to be used as the regular method of communication between Persons in Authority and athletes;
 - b) Persons in Authority may only send personal texts, direct messages on social media or emails to individual athletes when necessary and only for communicating information related to team issues and activities (e.g., non-personal information). Any such texts, messages or emails shall be professional in tone.
 - c) No personal texts between Vulnerable Individuals and Persons in Authority are to be sent; however, if this is necessary, it should include one other adult person on the message.
 - d) Parents and guardians of Vulnerable Individuals may request that their child not be contacted by a Person in Authority using any form of electronic communication and/or to request that certain information about their child may not be distributed in any form of electronic communications
 - e) All communication between a Persons in Authority and athletes must be between the hours of 6:00am and midnight unless extenuating circumstances justify otherwise
 - f) Communications concerning drugs or alcohol use (unless regarding its prohibition) is not permitted
 - g) No sexually explicit language or imagery or sexually oriented conversation is permitted nor may such items be communicated by any medium

- h) Persons in Authority are not permitted to ask athletes to keep a secret for them
- i) A Person in Authority should not become overly-involved in an athlete's personal life

TRAVEL

6. Any travel involving Persons in Authority and athletes shall respect the following:
 - d) Teams or groups of athletes shall always have at least two Persons in Authority with them
 - e) For mixed gender teams or groups of athletes, there will be one Person in Authority from each gender
 - f) Screened parents or other volunteers will be available in situations when two Persons in Authority cannot be present
 - g) No Person in Authority may drive a vehicle with an athlete alone unless the Person in Authority is the athlete's parent or guardian - if it cannot be avoided, the athlete must ride in the back seat.
 - h) A Person in Authority may not share a room or be alone in a hotel room with an athlete unless the Person in Authority is the athlete's parent or guardian
 - i) Room or bed checks during overnight stays must be done by two Persons in Authority
 - j) For overnight travel when athletes must share a hotel room, roommates will be age-appropriate (e.g., within two years of age of one another) and of the same gender identity

LOCKER ROOM / CHANGING AREAS

7. The following shall apply to locker rooms, changing areas, and meeting rooms:
 - a) Interactions (i.e., conversation) between Persons in Authority and athletes should not occur in any room where there is a reasonable expectation of privacy such as a locker room, restroom or changing area. A second adult should be present for any necessary interaction between an adult and an athlete in any such room (e.g., adhering to the Rule of Two must be respected).
 - b) If Persons in Authority are not present in the locker room or changing area, or if they are not permitted to be present, they should still be available outside the locker room or changing area and be able to enter the room or area if required, including but not limited to team communications and/or emergency

PHOTOGRAPHY / VIDEO

8. Any photograph or video involving athletes shall respect the following:
 - a) Photographs and video may only be taken in public view, must observe generally accepted standards of decency, and be both appropriate for and in the best interest of the athlete.
 - b) The use of recording devices of any kind in rooms where there is a reasonable expectation of privacy is strictly prohibited.
 - c) Examples of photos that shall be edited or deleted include:
 - i. Images with misplaced apparel or where undergarments are showing
 - ii. Suggestive or provocative poses
 - iii. Embarrassing images
 - d) If any photographs or videos will be used on any form of public media, an Image Consent Form (**Appendix A – Image Consent Form**) must be completed before any images are taken and used

PHYSICAL CONTACT

9. It is recognized that some physical contact between Persons in Authority and athletes may be necessary for various reasons including, but not limited to, teaching a skill or tending to an injury. Any physical contact shall respect the following:

- a) Unless it is otherwise not possible because of serious injury or other justifiable circumstance, a Person in Authority must always clarify with an athlete where and why any physical contact will occur prior to the contact occurring. The Person in Authority must make clear that he or she is requesting to touch the athlete and not requiring physical contact
- b) Infrequent, non-intentional physical contact during a training session is permitted
- c) Making amends, such as an apology or explanation, is encouraged to further help educate athletes on the difference between appropriate and inappropriate contact
- d) Hugs lasting longer than five (5) seconds, cuddling, physical horseplay, and physical contact initiated by the Person in Authority is not permitted. It is recognized that some athletes may initiate hugging or other physical contact with a Person in Authority for various reasons (e.g., such as crying or celebrating after a performance), but this physical contact should always be limited to circumstances where the Person in Authority believes it is in the best interest of the athlete and when it occurs in an open and observable environment.

ENFORCEMENT

10. Any alleged violations of this *Athlete Protection Policy* shall be addressed pursuant to Ontario Curling Council's *Discipline and Complaints Policy*.

Appendix A – Image Consent Form

1. I hereby grant to Ontario Curling Council (the “Organization”) on a worldwide basis, the permission to photograph and/or record the Participant’s image and/or voice on still or motion picture film and/or audio tape and/or through electronic media (collectively the “Images”), and to use the Images to promote the sport and/or the Organization through traditional media such as newsletters, websites, television, film, radio, print and/or display form, and through social media such as Instagram, Facebook, YouTube, and Twitter. I understand that I waive any claim to remuneration for use of audio/visual materials used for these purposes. This consent will remain in effect in perpetuity.
2. I hereby fully release, discharge, and agree to save harmless the Organization, for any and all claims, demands, actions, damages, losses or costs that might arise out of the collection, use or disclosure of the Images or taking, publication, distortion of the Images, negatives, and masters or any other likeness or representation of the Participant that may occur or be produced in the taking of said Images or in any subsequent processing thereof, including without limitation any claims for libel, passing off, misappropriation of personality or invasion of privacy.
3. **I UNDERSTAND AND AGREE**, that I have read and understood the terms and conditions of this document. On behalf of me, my heirs and assigns, I agree that I am signing this document voluntarily and to abide by such terms and conditions.

Signed at this _____ day of _____, 20__.

Print Name of Participant: _____

Signature of Participant: _____

Signature of Parent/Guardian (if Participant is younger than the age of majority):



Policy Name: Code of Conduct, Harassment and Ethics
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Code of Conduct, Harassment and Ethics

PREAMBLE

A Code of Conduct generally defines the appropriate actions and conduct expected of people associated with the organization and its activities.

Individuals can and typically will be subject to the provisions of more than one code simultaneously (i.e. Member Association, Curling Canada, Member Club).

Although other organizations may have their own conduct standards this is the minimum expectation of the Ontario Curling Council.

The Ontario Curling Council is committed to providing an environment in which all individuals are treated with respect. Individuals are expected to conduct themselves at all times in a manner consistent with the values of the Ontario Curling Council that include fairness, integrity, open communication and mutual respect.

DEFINITIONS

1. The following terms have these meanings in this Code:

- a) *“Individuals”* – Individuals employed by, or engaged in activities with Ontario Curling Council including, but not limited to, athletes, coaches, convenors, officials, volunteers, managers, administrators, committee members, parents and guardians and spectators at events, and Councillors and Officers of Ontario Curling Council.
- b) *“Person in Authority”* – Any Individual who holds a position of authority within Ontario Curling Council including, but not limited to, coaches, instructors, officials, managers, support personnel, chaperones, Committee members, and Councillors and Officers.
- c) *“Workplace”* – Any place where business or work-related activities are conducted. Workplaces include but are not limited to Ontario Curling Council’s office, work-related social functions, work assignments outside of Ontario Curling Council’s offices, work-related travel, the training and competition environment, and work-related conferences or training sessions.
- d) *“Abuse”* – As defined in Ontario Curling Council’s *Abuse Policy*
- e) *“Discrimination”* – Differential treatment of an individual based on one or more prohibited grounds which include race, citizenship, national or ethnic origin, colour, religion, age, sex,

sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, or disability.

- f) *"Harassment"* – A course of vexatious comment or conduct against an Individual or group, which is known or ought to reasonably be known to be unwelcome. Types of behaviour that constitute Harassment include, but are not limited to:
- i. Written or verbal abuse, threats, or outbursts;
 - ii. Persistent unwelcome remarks, jokes, comments, innuendo, or taunts;
 - iii. Racial harassment, which is racial slurs, jokes, name calling, or insulting behaviour or terminology that reinforces stereotypes or discounts abilities because of racial or ethnic origin;
 - iv. Leering or other suggestive or obscene gestures;
 - v. Condescending or patronizing behaviour which is intended to undermine self-esteem, diminish performance or adversely affect working conditions;
 - vi. Practical jokes which endanger a person's safety, or may negatively affect performance;
 - vii. Hazing, which is any form of conduct which exhibits any potentially humiliating, degrading, abusive, or dangerous activity expected of a junior-ranking individual by a more senior individual, which does not contribute to either individual's positive development, but is required to be accepted as part of a team or group, regardless of the junior-ranking individual's willingness to participate. This includes, but is not limited to, any activity, no matter how traditional or seemingly benign, that sets apart or alienates any teammate or group member based on class, number of years on the team or with the group, or ability;
 - viii. Unwanted physical contact including, but not limited to, touching, petting, pinching, or kissing;
 - ix. Deliberately excluding or socially isolating a person from a group or team;
 - x. Persistent sexual flirtations, advances, requests, or invitations;
 - xi. Physical or sexual assault;
 - xii. Behaviours such as those described above that are not directed towards a specific person or group but have the same effect of creating a negative or hostile environment; and
 - xiii. Retaliation or threats of retaliation against a person who reports harassment to Ontario Curling Council.
- g) *"Workplace Harassment"* – Vexatious comment or conduct against a worker in a Workplace that is known or ought reasonably to be known to be unwelcome. Workplace Harassment should not be confused with legitimate, reasonable management actions that are part of the normal work/training function, including measures to correct performance deficiencies, such as placing someone on a performance improvement plan, or imposing discipline for workplace infractions. Types of behaviour that constitute Workplace Harassment include, but are not limited to:
- i. Bullying;
 - ii. Workplace pranks, vandalism, bullying or hazing;
 - iii. Repeated offensive or intimidating phone calls or emails;
 - iv. Inappropriate sexual touching, advances, suggestions or requests;
 - v. Displaying or circulating offensive pictures, photographs or materials in printed or electronic form;
 - vi. Psychological abuse;

- vii. Excluding or ignoring someone, including persistent exclusion of a person from work-related social gatherings;
 - viii. Deliberately withholding information that would enable a person to do his or her job, perform or train;
 - ix. Sabotaging someone else's work or performance;
 - x. Gossiping or spreading malicious rumours;
 - xi. Intimidating words or conduct (offensive jokes or innuendos); and
 - xii. Words or actions which are known or should reasonably be known to be offensive, embarrassing, humiliating, or demeaning.
- h) *"Sexual Harassment"* – A course of vexatious comment or conduct against an Individual because of sex, sexual orientation, gender identify or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome; or making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advance to the Individual and the person knows or ought reasonably to know that the solicitation or advance is unwelcome. Types of behaviour that constitute Sexual Harassment include, but are not limited to:
- i. Sexist jokes;
 - ii. Threats, punishment, or denial of a benefit for refusing a sexual advance;
 - iii. Offering a benefit in exchange for a sexual favour;
 - iv. Demanding hugs;
 - v. Bragging about sexual ability;
 - vi. Leering (persistent sexual staring);
 - vii. Sexual assault;
 - viii. Display of sexually offensive material;
 - ix. Distributing sexually explicit messages or attachments such as pictures or video files;
 - x. Sexually degrading words used to describe an Individual;
 - xi. Unwelcome inquiries into or comments about an Individual's gender identity or physical appearance;
 - xii. Inquiries or comments about an Individual's sex life;
 - xiii. Persistent, unwanted attention after a consensual relationship ends;
 - xiv. Persistent unwelcome sexual flirtations, advances, or propositions; and
 - xv. Persistent unwanted contact.
- i) *"Workplace Violence"* – the use of or threat of physical force by a person against a worker in a Workplace that causes or could cause physical injury to the worker; an attempt to exercise physical force against a worker in a Workplace that could cause physical injury to the worker; or a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker in a Workplace that could cause physical injury to the worker. Types of behaviour that constitute Workplace Violence include, but are not limited to:
- i. Verbal or written threats to attack;
 - ii. Sending to or leaving threatening notes or emails;
 - iii. Physically threatening behaviour such as shaking a fist at someone, finger pointing, destroying property, or throwing objects;
 - iv. Wielding a weapon in a Workplace;
 - v. Hitting, pinching or unwanted touching which is not accidental;
 - vi. Dangerous or threatening horseplay;
 - vii. Physical restraint or confinement;
 - viii. Blatant or intentional disregard for the safety or wellbeing of others;

- ix. Blocking normal movement or physical interference, with or without the use of equipment;
 - x. Sexual violence; and
 - xi. Any attempt to engage in the type of conduct outlined above.
- (i) *“Maltreatment”* – a volitional act (or acts) by an Individual that results in harm or the potential for physical or psychological harm to another Individual, and includes any of the following behaviours or conduct:
- a. Psychological Maltreatment: any serious incident (or incidents) of deliberate conduct that has the potential to be harmful to the psychological well-being of an Individual. Psychological Maltreatment is determined by the objective behaviour, and not whether harm is intended or results from the behaviour. It includes:
 - i. Verbal Acts: verbally assaulting or attacking an Individual, including but not limited to unwarranted personal criticisms; body shaming; derogatory comments related to an Individual’s identity (e.g. race, gender identity or expression, ethnicity, Indigenous status, ability/disability); comments that are demeaning, humiliating, belittling, intimidating, insulting or threatening; the use of rumours or false statements about an Individual to diminish their reputation; using confidential sport and non-sport information inappropriately. Verbal Maltreatment may also occur in online forms.
 - ii. Non-assaultive Physical Acts (no physical contact): physically aggressive behaviours, including but not limited to throwing objects at or in the presence of others without striking another; hitting, striking or punching objects in the presence of others.
 - iii. Acts that Deny Attention or Support: acts that deny attention, lack of support or isolation including but not limited to ignoring psychological needs or socially isolating an Individual repeatedly or for an extended period of time; abandonment of an athlete as punishment for poor performance; arbitrarily or unreasonably denying feedback, training opportunities, support or attention for extended periods of time and/or asking others to do the same.
 - b. Physical Maltreatment: any incident (or incidents) of deliberate conduct that has the potential to be harmful to the physical well-being of an Individual. Physical Maltreatment is determined by the objective behaviour, and not whether harm is intended or results from the behaviour. It includes, without limitation:
 - i. Contact behaviours: including but not limited to deliberately punching, kicking, beating, biting, striking, strangling or slapping another; deliberately hitting another with objects.
 - ii. Non-contact behaviours: including but not limited to isolating an Individual in a confined space; forcing an Individual to assume a painful stance or position for no athletic purpose (e.g., requiring an athlete to kneel on a hard surface); the use of exercise for the purposes of punishment; withholding, recommending against, or denying adequate hydration, nutrition, medical attention or sleep; denying access to a toilet; providing alcohol to an Individual under the legal drinking age; providing illegal drugs or non-prescribed medications to an Individual; encouraging or knowingly permitting an athlete to return to play prematurely following any injury or after a concussion and without the clearance of a medical professional;

encouraging an athlete to perform a skill for which they are known to not be developmentally ready.

- c. Sexual Maltreatment, including, but not limited to, any act targeting an Individual's sexuality, gender identity or expression, that is committed, threatened or attempted against that person, and includes but is not limited to the Criminal Code Offences of sexual assault, sexual exploitation, sexual interference, invitation to sexual touching, indecent exposure, voyeurism and non-consensual distribution of sexual/intimate images. Sexual Maltreatment also includes sexual harassment and stalking, cyber harassment, and cyber stalking of a sexual nature.
 - i. Examples of Sexual Maltreatment include, but are not limited to:
 - 1. Any penetration of any part of a person's body, however slight, with any object or body part by a person upon another person, including but not limited to:
 - a. vaginal penetration by a penis, object, tongue, or finger; and
 - b. anal penetration by a penis, object, tongue, or finger.
 - 2. Any intentional touching of a sexual nature of any part of a person's body, however slight, with any object or body part by a person upon another person, including but not limited to:
 - a. kissing;
 - b. intentional touching of the breasts, buttocks, groin or genitals, whether clothed or unclothed, or intentionally touching of another with any of these body parts;
 - c. any contact, no matter how slight, between the mouth of one person and the genitalia of another person;
 - d. making another touch themselves or someone else with or on any of the body parts listed in 2); or
 - e. any intentional touching in a sexualized manner of the relationship, context or situation.
- d. Neglect: any incident (or incidents) of lack of reasonable care, inattention to an Individual's needs, nurturing or well-being, or omissions in care. Neglect is determined by the objective behaviour but the behaviour must be evaluated with consideration given to the Individual's needs and requirements, not whether harm is intended or results from the behaviour.
 - i. Neglect, or acts of omission, include, without limitation, not providing an athlete recovery time and/or treatment for a sport injury; not being aware of and not considering an Individual's physical or intellectual disability; not considering supervision of an athlete during travel, training or competition; not considering the welfare of the athlete when prescribing dieting or other weight control methods (e.g., caliper tests); disregarding the use of Prohibited Substances by an athlete; failure to ensure safety of equipment or environment; allowing an athlete to disregard sport rules, regulations, and standards, subjecting Individuals to the risk of Maltreatment.
- e. Grooming: includes, without limitation, deliberate conduct by an Individual to sexualize a relationship with a Minor, and which includes making inappropriate behaviour seem normal and gradually engaging in 'boundary violations' which have

been professionally-identified to Canadian standards (e.g., a degrading remark, a sexual joke, sexualized physical contact; adult participants sharing rooms with a Minor who is not an immediate family member; providing a massage or other purported therapeutic interventions with no specific training or expertise; private social media and text communications; sharing personal photographs; shared use of locker rooms; private meetings; private travel, and providing gifts).

- f. Interference with or Manipulation of Process
 - i. An Individual violates the *Code of Conduct and Ethics* by directly or indirectly interfering with a process instituted pursuant to the *Code* or any other Ontario Curling Council policy by:
 - 1. falsifying, distorting, or misrepresenting information, the resolution process, or an outcome;
 - 2. destroying or concealing information;
 - 3. attempting to discourage an Individual's proper participation in or use of Ontario Curling Council's processes;
 - 4. harassing or intimidating (verbally or physically) any person involved in Ontario Curling Council's processes before, during, and/or following any proceedings;
 - 5. publicly disclosing an Individual's identifying information, without the Individual's agreement;
 - 6. failing to comply with any temporary or provisional measure or other final sanction;
 - 7. distributing or otherwise publicizing materials an Individual gains access to during any investigation or hearing, except as required by law or as expressly permitted; or
 - 8. influencing or attempting to influence another Individual to interfere with or manipulate the process.
- g. Retaliation: An Individual shall not take an adverse action against any other Individual for making a good faith report of possible Maltreatment or for participating in any process found in Ontario Curling Council's policies. Retaliation includes threatening, intimidating, harassing, coercing or any other conduct that would discourage a reasonable person from engaging or participating in Ontario Curling Council's processes. Retaliation after the conclusion of investigation and sanction processes is also prohibited. Retaliation may be present even where there is a finding that no Maltreatment occurred, but does not include good-faith actions lawfully pursued in response to a report of possible Maltreatment.
- h. Aiding and abetting:
 - i. any act taken with the purpose of facilitating, promoting, or encouraging the commission of Maltreatment by an Individual. Aiding and abetting also includes, without limitation, knowingly:
 - 1. allowing any Individual who has been suspended or is otherwise ineligible to be in any way associated with sport or to coach or instruct other Individuals;
 - 2. providing any coaching-related advice or service to an athlete who has been suspended or is otherwise ineligible; and
 - 3. allowing any Individual to violate the terms of their suspension or any other sanctions imposed.

- i. Failure by an adult Individual to report actual or suspected Maltreatment of a Minor. This obligation is ongoing and is not satisfied by making an initial report; instead, this obligation includes reporting to Ontario Curling Council, on a timely basis, all relevant information that the adult participant is or becomes aware of, and requires making a direct report to Ontario Curling Council. Any report shall include the personally identifying information of the potential Minor complainant (to the extent known), and any such information learned at a later date.
 - j. Failure to report inappropriate conduct: Any Individual who suspects or becomes aware of another Individual's inappropriate conduct, even if it is not defined as Maltreatment, has a duty to report such inappropriate conduct to Ontario Curling Council. Individuals in positions of trust and authority who become aware of another Individual's inappropriate conduct have a responsibility for reporting the concern within their organization's policies and procedures.
 - k. Intentionally filing a false allegation. An allegation is false if the events or conduct reported did not occur and the Individual making the report knows that the events or conduct did not occur. An individual shall not be considered to have filed a false allegation in cases where the allegation cannot be substantiated by supporting evidence but was nevertheless filed in good faith.
- j) "*Minor*" – any Individual who is under the age of majority at the time and in the jurisdiction where the alleged breach of any Ontario Curling Council policy has occurred. Adult Individuals are responsible for knowing the age of a Minor. In the province of Ontario, the age of majority is 18 years old.

Purpose

2. The purpose of this Code is to ensure a safe and positive environment (within Ontario Curling Council's programs, activities, and events) by making Individuals aware that there is an expectation, at all times, of appropriate behaviour consistent with Ontario Curling Council's core values. Ontario Curling Council supports equal opportunity, prohibits discriminatory practices and Maltreatment, and is committed to providing an environment in which all individuals are treated with respect and fairness.

Application of this Code

3. This Code applies to Individuals' conduct during Ontario Curling Council's business activities, and events including, but not limited to, competitions, practices, tryouts, training camps, travel associated with Ontario Curling Council's activities, Ontario Curling Council's office environment, and any meetings.
4. This Code also applies to Individuals active in the sport of curling or who have retired from the sport of curling where any claim regarding a potential breach of this Code occurred when the Individual was active in the sport.
5. In addition, breaches of this Code may occur when the Individuals involved interacted due to their mutual involvement in the sport of curling or, if the breach occurred outside of the sport environment, if the breach has a serious and detrimental impact on the Individual(s).
6. An Individual who violates this Code may be subject to sanctions pursuant to Ontario Curling Council's *Discipline and Complaints Policy*. In addition to facing possible sanction pursuant to Ontario Curling Council's *Discipline and Complaints Policy*, an Individual who violates this Code during a competition may be ejected from the competition or the playing area, the official may delay the competition until

the Individual complies with the ejection, and the Individual may be subject to any additional discipline associated with the competition.

7. An employee of Ontario Curling Council found to have engaged in acts of violence, Maltreatment or harassment against any other employee, worker, contractor, member, customer, supplier, client or other third party during business hours, or at any event of Ontario Curling Council, will be subject to appropriate disciplinary action subject to the terms of any of Ontario Curling Council's relevant and applicable policies as well as the employee's Employment Agreement (if applicable).
8. This Code also applies to Individuals' conduct outside of Ontario Curling Council's business, activities, and events when such conduct adversely affects relationships within Ontario Curling Council (and its work and sport environment) and is detrimental to the image and reputation of Ontario Curling Council. Such applicability will be determined by Ontario Curling Council at its sole discretion.

Responsibilities

9. Individuals have a responsibility to:
 - a) Maintain and enhance the dignity and self-esteem of Ontario Curling Council's members and other individuals by:
 - i. Treating each other with the highest standards of respect and integrity;
 - ii. Focusing comments or criticism appropriately and avoiding public criticism of athletes, coaches, officials, organizers, volunteers, employees, or members;
 - iii. Consistently demonstrating the spirit of sportsmanship, sport leadership, and ethical conduct;
 - iv. Acting, when appropriate, to correct or prevent practices that are unjustly discriminatory;
 - v. Consistently treating individuals fairly and reasonably; and
 - vi. Ensuring adherence to the rules of the sport and the spirit of those rules.
 - b) Refrain from any behaviour that constitutes Harassment, Workplace Harassment, Sexual Harassment, Workplace Violence, Discrimination or any form of Maltreatment
 - c) Abstain from the non-medical use of drugs or the use of performance-enhancing drugs or methods. Adhere to the Ontario Curling Council's Anti-Doping Policy (OCC-016). Refrain from associating with any person for the purpose of coaching, training, competition, instruction, administration, management, athletic development, or supervision of the sport, who has incurred an anti-doping rule violation and is serving a sanction involving a period of ineligibility imposed pursuant to the Canadian Anti-Doping Program and/or the World Anti-Doping Code and recognized by the Canadian Centre for Ethics in Sport (CCES)
 - d) Refrain from the use of power or authority in an attempt to coerce another person to engage in inappropriate activities
 - e) Refrain from non-prescription drugs while participating in Ontario Curling Council's programs, activities, competitions, or events.
 - f) In the case of adults, not consume cannabis in the Workplace or in any situation associated with Ontario Curling Council's events (subject to any requirements for accommodation), not consume alcohol during competitions and in situations where minors are present, and take reasonable steps to manage the responsible consumption of alcohol in adult-oriented social

- situations associated with Ontario Curling Council's events. In the case of minors, not consume alcohol, tobacco, or cannabis at any competition or event
- g) Respect the property of others and not wilfully cause damage
 - h) Promote the sport in the most constructive and positive manner possible
 - i) When driving a vehicle with an Individual:
 - i. Not have his or her license suspended;
 - ii. Not be under the influence of alcohol or illegal drugs or substances; and
 - iii. Have valid car insurance
 - j) Adhere to all federal, provincial, municipal and host country laws
 - k) Refrain from engaging in deliberate cheating which is intended to manipulate the outcome of a competition and/or not offer or receive any bribe which is intended to manipulate the outcome of a competition
 - l) Comply, at all times, with Ontario Curling Council's bylaws, policies, procedures, and rules and regulations, as adopted and amended from time to time
 - m) It is a violation of this Code for any Person in Authority to place an Individual in a situation that makes them vulnerable to Maltreatment. This includes, but is not limited to, instructing an athlete and a coach to share a hotel room when traveling, hiring a coach who has a past history of athlete Maltreatment, assigning guides and other support staff to a para-athlete when the guide or support staff has a reputation for athlete Maltreatment or assigning such a guide or support staff to a para-athlete in the absence of consultation with the para-athlete.

Councillors, Committee Members, and Staff

10. In addition to section 9 (above), Ontario Curling Council's Councillors, Committee Members, and Staff will have additional responsibilities to:
- a) Function primarily as a Councillor or Committee Member or Staff Member of Ontario Curling Council; not as a member of any other member or constituency
 - b) Act with honesty and integrity and conduct themselves in a manner consistent with the nature and responsibilities of Ontario Curling Council's business and the maintenance of Individuals' confidence
 - c) Ensure that Ontario Curling Council's financial affairs are conducted in a responsible and transparent manner with due regard for all fiduciary responsibilities
 - d) Conduct themselves transparently, professionally, lawfully and in good faith in the best interests of Ontario Curling Council
 - e) Be independent, impartial, and not be influenced by self-interest, outside pressure, expectation of reward, or fear of criticism
 - f) Behave with decorum appropriate to both circumstance and position
 - g) Keep informed about Ontario Curling Council's activities, the sport community, and general trends in the sectors in which it operates
 - h) Exercise the degree of care, diligence, and skill required in the performance of their duties pursuant to the laws under which Ontario Curling Council is incorporated
 - i) Respect the confidentiality appropriate to issues of a sensitive nature
 - j) Respect the decisions of the majority and resign if unable to do so
 - k) Commit the time to attend meetings and be diligent in preparation for, and participation in, discussions at such meetings

- l) Have a thorough knowledge and understanding of all of Ontario Curling Council's governing documents
- m) Conform to the bylaws and policies approved by Ontario Curling Council

Coaches

11. In addition to section 9 (above), coaches have many additional responsibilities. The coach-athlete relationship is a privileged one and plays a critical role in the personal, sport, and athletic development of the athlete. Coaches must understand and respect the inherent power imbalance that exists in this relationship and must be extremely careful not to abuse it, consciously or unconsciously. Coaches will:

- a) Ensure a safe environment by selecting activities and establishing controls that are suitable for the age, experience, ability, and fitness level of the involved athletes
- b) Prepare athletes systematically and progressively, using appropriate time frames and monitoring physical and psychological adjustments while refraining from using training methods or techniques that may harm athletes
- c) Avoid compromising the present and future health of athletes by communicating and cooperating with sport medicine professionals in the diagnosis, treatment, and management of athletes' medical and psychological treatments
- d) Support the coaching staff of a training camp, provincial team, or national team; should an athlete qualify for participation with one of these programs
- e) Accept and promote athletes' personal goals and refer athletes to other coaches and sports specialists as appropriate
- f) Provide athletes (and the parents/guardians of minor athletes) with the information necessary to be involved in the decisions that affect the athlete
- g) Act in the best interest of the athlete's development as a whole person
- h) Comply with Ontario Curling Council's *Screening Policy*, if applicable
- i) Report to Ontario Curling Council any ongoing criminal investigation, conviction, or existing bail conditions, including those for violence, child pornography, or possession, use, or sale of any illegal substance
- j) Under no circumstances provide, promote, or condone the use of drugs (other than properly prescribed medications) or performance-enhancing substances and, in the case of minors, alcohol, cannabis, and/or tobacco
- k) Respect athletes playing with other teams and, in dealings with them, not encroach upon topics or actions which are deemed to be within the realm of 'coaching', unless after first receiving approval from the coaches who are responsible for the athletes
- l) Not engage in a sexual relationship with an athlete under the age of majority;
- m) Disclose any sexual or intimate relationship with an athlete over the age of majority to the Manager of Programs and Operations (or the Council if the Manager of Programs and Operations is conflicted); continued involvement any coaching involvement with that athlete will be assessed on a case by case basis.
- n) Recognize the power inherent in the position of coach and respect and promote the rights of all participants in sport. This is accomplished by establishing and following procedures for confidentiality (right to privacy), informed participation, and fair and reasonable treatment. Coaches have a special responsibility to respect and promote the rights of participants who are in a vulnerable or dependent position and less able to protect their own rights
- o) Dress professionally, neatly, and inoffensively
- p) Use inoffensive language, taking into account the audience being addressed

Athletes

12. In addition to section 9 (above), athletes will have additional responsibilities to:

- a) Report any medical problems in a timely fashion, when such problems may limit their ability to travel, practice, or compete;
- b) Participate and appear on-time and prepared to participate to their best abilities in all competitions, practices, training sessions, tryouts, tournaments, and events
- c) Properly represent themselves and not attempt to participate in a competition for which they are not eligible by reason of age, classification, or other reason
- d) Adhere to Ontario Curling Council's rules and requirements regarding clothing and equipment
- e) Act in a sportsmanlike manner and not display appearances of violence, foul language, or gestures to other athletes, officials, coaches, or spectators
- f) Dress to represent the sport and themselves well and with professionalism
- g) Act in accordance with Ontario Curling Council's policies and procedures and, when applicable, additional rules as outlined by coaches or managers

Officials

13. In addition to section 9 (above), officials will have additional responsibilities to:

- a) Maintain and update their knowledge of the rules and rules changes
- b) Not publicly criticize other officials or any club or association;
- c) Work within the boundaries of their position's description while supporting the work of other officials
- d) Act as an ambassador of Ontario Curling Council by agreeing to enforce and abide by national and provincial rules and regulations
- e) Take ownership of actions and decisions made while officiating
- f) Respect the rights, dignity, and worth of all Individuals
- g) Not publicly criticize other officials or any club or association
- h) Act openly, impartially, professionally, lawfully, and in good faith
- i) Be fair, equitable, considerate, independent, honest, and impartial in all dealings with others
- j) Respect the confidentiality required by issues of a sensitive nature, which may include ejections, defaults, forfeits, discipline processes, appeals, and specific information or data about Individuals
- k) Honour all assignments unless unable to do so by virtue of illness or personal emergency, and in these cases inform the assignor or association at the earliest possible time
- l) When writing reports, set out the actual facts
- m) Dress in proper attire for officiating

Parents/Guardians and Spectators

14. In addition to section 9 (above), parents/guardians and spectators at events will:

- a) Encourage athletes to compete within the rules and to resolve conflicts without resorting to hostility or violence
- b) Condemn the use of violence in any form
- c) Never ridicule a participant for making a mistake during a performance or practice
- d) Provide positive comments that motivate and encourage participants' continued effort
- e) Respect the decisions and judgments of officials, and encourage athletes to do the same

- f) Never question an official's or staff member's judgment or honesty
- g) Support all efforts to remove verbal and physical abuse, coercion, intimidation, and sarcasm
- h) Respect and show appreciation to all competitors, and to the coaches, officials and other volunteers
- i) Not harass competitors, coaches, officials, parents/guardians, or other spectators

Appendix A:

Ontario Curling Council's

Curlers' Code of Ethics

- I will play the game with a spirit of good sportsmanship.
- I will conduct myself in an honourable manner both on and off the ice.
- I will never knowingly break a rule, but if I do, I will divulge the breach.
- I will take no action that could be interpreted as an attempt to intimidate or demean my opponents, teammates or umpires.
- I will interpret the rules in an impartial manner, always keeping in mind that the purpose of the rules is to ensure that the game is played in an orderly and fair manner.
- I will humbly accept any penalty that the governing body at any level of curling deems appropriate, if I am found in violation of the Code of Ethics or rules of the game.

Appendix B:

Ontario Curling Council's

Coaching Code of Ethics

- The coach shall act with integrity in performing all duties owed to athletes, the sport, other members of the coaching profession and the public.
- The coach shall strive to be well prepared and current in order that all duties in their discipline are fulfilled with competence.
- The coach shall act in the best interest of the athlete's development as a whole person.
- The coach shall accept both the letter and the spirit of the rules that define and govern the sport.
- The coach shall accept the role of umpires in providing judgment to ensure that competitions are conducted fairly and in accordance with the established rules.
- The coach's conduct toward other coaches shall be characterized by courtesy, good faith and respect.
- The coach shall maintain the highest standards of personal conduct and support the principles of Fair Play.

Appendix C:
Ontario Curling Council's

Fair Play

- Fair Play begins with the strict observance of the written rule; however, in most cases, Fair Play involves something more than even unfailing observance of the written rule. The observance of the spirit of the rules, whether written or unwritten, is important.
- Fair Play results from measuring up to one's own moral standards while engaged in competition.
- Fair Play is consistent demonstration of respect for teammates and opponents, whether they are winning or losing.
- Fair Play is consistent demonstration of respect for umpires, an acceptance of their decisions and a steadfast spirit of collaboration with them.
- Sportsmanlike behaviour should be demonstrated both on and off the ice. This includes modesty in victory and composure in defeat.



Policy Name: Communication Policy
Version Control: April 29, 2020
Ratification Date: May 4, 2020
Review Date: May 4, 2023

Communication Policy

PREAMBLE

Ontario Curling Council will follow these principles:

- Good communication is a two-way process for which both the sender and receiver are responsible;
- good communication requires clear, accurate, timely and complete messages;
- good communication flows freely in all directions, using methods best suited to the needs and preferences of those involved;
- Good communication fosters an environment of fairness, challenge and cooperation that encourages all to do their best work.

PURPOSE

This policy is to provide guidance on public communications and designate a spokesperson for the Council.

POLICY

1. The Manager, Programs and Operations (in collaboration with the Chair) is the primary spokesperson for all corporate matters regarding communication to the media.
2. Councillors and the Manager, Programs and Operations shall be visible and accessible.
3. Councillors are encouraged to anticipate events and situations that require communication.
4. Communication is broader than responding to questions. The Manager, Programs and Operations is responsible to develop and maintain a communications strategy that includes training.



Policy Name: Concussion Policy and Concussion Code of Conduct
Version Control: July 29, 2020
Ratification Date: July 30, 2020
Review Date: July 30, 2023

Concussion Policy and Concussion Code of Conduct (Ontario)

Preamble

1. This Policy is based on the 5th Consensus Statement on Concussion in Sport that was released in April 2017. This Policy interprets the information contained in the report that was prepared by the 2017 Concussion in Sport Group (CISG), a group of sport concussion medical practitioners and experts, and adapts concussion assessment and management tools.
2. This Policy is intended to be compliant with Ontario's *Rowan's Law (Concussion Safety), 2018*. If any provision of the policy is in conflict with Rowan's Law, the legislation shall take precedence.
3. The CISG suggested 11 'R's of Sport-Related Concussion ("SRC") management to provide a logical flow of concussion management. This Policy is similarly arranged. The 11 R's in this Policy are: Recognize, Remove, Re-Evaluate, Rest, Rehabilitation, Refer, Recover, Return to Sport, Reconsider, Residual Effects, and Risk Reduction.
4. A concussion is a clinical diagnosis that can only be made by a qualified and licensed physician.

Definitions

5. The following terms have these meanings in this Policy:
 - a) *"Designated Person"* – an individual or individuals identified by the Ontario Curling Council, an Ontario Curling Council employee, or the Participant's Coach, and who shall have the responsibilities as described in this Policy including, but not limited to, as it relates to the removal from sport and return to sport protocols described herein.
 - b) *"Participant"* – Coaches, athletes, volunteers, officials, event coordinators and other Registered Individuals
 - c) *"Registered Individuals"* – All individuals employed by, or engaged in activities with Ontario Curling Council, including but not limited to, employees, volunteers, administrators, committee members and directors and officers.
 - d) *"Suspected Concussion"* – means the recognition that a Participant appears to have either experienced an injury or impact that may result in a concussion or who is exhibiting unusual behaviour that may be the result of concussion.

- e) *“Sport-Related Concussion (“SRC”) – A sport-related concussion is a traumatic brain injury induced by biomechanical forces. Several common features that may be used to define the nature of a SRC may include:*
- i. Caused either by a direct blow to the head, face, neck or elsewhere on the body with an impulsive force transmitted to the head.
 - ii. Typically results in the rapid onset of short-lived impairment of neurological function that resolves spontaneously. However, in some cases, signs and symptoms evolve over a number of minutes to hours.
 - iii. May result in neuropathological changes, but the acute clinical signs and symptoms largely reflect a functional disturbance rather than a structural injury and, as such, no abnormality may be visibly apparent
 - iv. Results in a range of clinical signs and symptoms that may or may not involve loss of consciousness. Resolution of the clinical and cognitive features typically follows a sequential course. However, in some cases symptoms may be prolonged.

Purpose and Application

6. Ontario Curling Council is committed to ensuring the safety of Participants in its activities. Ontario Curling Council recognizes the increased awareness of concussions and their long-term effects and believes that prevention of concussions is paramount to protecting the health and safety of Participants.
7. Despite a Participant’s best efforts to prevent concussions, the risk may not be completely eliminated and concussions may still occur. This Policy describes the common signs and symptoms of a concussion and how to identify them, the protocol to be followed in the event of a possible concussion, and a Return to Sport protocol should a concussion be diagnosed. Awareness of the signs and symptoms of concussion and knowledge of how to properly manage a concussion is critical to recovery and helping to ensure the individual is not returning to physical activities too soon, risking further complication.
8. This Policy applies exclusively to all activities and events for which Ontario Curling Council is the governing or sanctioning body including, but not limited to, competitions, practices, tryouts and training camps.

Registration

9. When a participant under the age of 26 years old registers with Ontario Curling Council, the participant **must** provide written or electronic confirmation that they have reviewed concussion awareness resources within the past 12 months. The Ontario Government has produced age-appropriate concussion resources located here:
 - a) [Ages 10 and under](#)
 - b) [Ages 11-14](#)
 - c) [Ages 15+](#)
10. Participants under the age of 26 years old must also sign the *Concussion Code of Conduct (Appendix A)*.

11. For participants younger than 18 years old, the participant's parent or guardian **must** provide confirmation that they have also reviewed the concussion resources and signed the *Concussion Code of Conduct*.
12. Coaches, Officials and Event Coordinators must provide confirmation that they have also reviewed the concussion resources and they must sign the *Concussion Code of Conduct*; unless they will be interacting exclusively with athletes who are 26 years old or older.

Recognizing Concussions

13. Severe signs of a Concussion include:
 - a) Neck pain or tenderness
 - b) Double vision
 - c) Weakness or tingling / burning in arms or legs
 - d) Severe or increasing headache
 - e) Seizure or convulsion
 - f) Loss of consciousness
 - g) Deteriorating conscious state
 - h) Vomiting more than once
 - i) Increasingly restless, agitated, or combative
 - j) Increased confusion
14. The following **observable signs** may indicate a possible concussion:
 - a) Lying motionless on the playing surface
 - b) Slow to get up after a direct or indirect hit to the head
 - c) Disorientation or confusion / inability to respond appropriately to questions
 - d) Blank or vacant look
 - e) Balance or gait difficulties, absence of regular motor coordination, stumbling, slow laboured movements
 - f) Facial injury after head trauma
15. A concussion may result in the following **symptoms**:
 - a) Headache or "pressure in head"
 - b) Balance problems or dizziness
 - c) Nausea or vomiting
 - d) Drowsiness, fatigue, or low energy
 - e) Blurred vision
 - f) Sensitivity to light or noise
 - g) More emotional or irritable
 - h) "Don't feel right"
 - i) Sadness, nervousness, or anxiousness
 - j) Neck pain
 - k) Difficulty remembering or concentrating
 - l) Feeling slowed down or "in a fog"
16. Failure to correctly answer any of these **memory questions** may suggest a concussion:
 - a) What venue are we at today?
 - b) Where was your last major competition?

- c) What day is it?
- d) What event are you participating in?

Removal from Sport Protocol

17. In the event of a Suspected Concussion (regardless of whether the concussion or suspected concussion was obtained while curling or during the activity or event) where there are **observable signs** of a concussion, **symptoms** of a concussion, or a failure to correctly answer **memory questions**, the Participant must be immediately removed from training, practice or competition by the person who is the Designated Person at an event, an on-site Ontario Curling Council staff member and/or the coach of the athlete.
18. After removal from participation, the following actions should be taken:
 - a) The Designated Person(s) who removed the Participant must call 911, if in their opinion doing so is necessary (e.g. if there is an emergency and any severe signs or symptoms appear).
 - b) Ontario Curling Council must make and keep a record of the removal (Appendix B);
 - c) The Designated Person must inform the Participant's parent or guardian of the suspected concussion if the Participant is younger than 18 years old, and the Designated Person must also inform the parent or guardian that the Participant is required to undergo a medical assessment by a physician or nurse practitioner before the Participant will be permitted to return to training, practice or competition; and
 - d) The Designated Person will remind the Participant, and the Participant's parent or guardian as applicable, of the Ontario Curling Council's Return-to-Sport protocol as described in this Policy (Appendix C).
19. A Participant who has been removed from participation due to a suspected concussion must not return to participation until the Participant has been assessed medically by a physician or a nurse practitioner. It is preferable the assessment occur by a physician who is familiar with the [Sport Concussion Assessment Tool – 5th Edition \(SCAT5\)](#) (for Participants over the age of 12) or the [Child SCAT5](#) (for Participants between 5 and 12 years old), even if the symptoms of the concussion resolve.
20. Participants who have a Suspected Concussion and who are removed from participation should:
 - a) Be isolated in a dark room or area and stimulus should be reduced
 - b) Be monitored
 - c) Have any cognitive, emotional, or physical changes documented
 - d) Not be left alone (at least for the first 1-2 hours)
 - e) Not drink alcohol
 - f) Not use recreational/prescription drugs
 - g) Not be sent home by themselves
 - h) Not drive a motor vehicle until cleared to do so by a medical professional

Medical Evaluation

21. A Participant with a Suspected Concussion should be evaluated by a licensed physician or nurse practitioner who should conduct a comprehensive neurological assessment of the Participant and determine the Participant's clinical status and the potential need for neuroimaging scans.

Return to Play

22. The Participant who has been removed from play, can not return to training, practice or competition until the participant, or if the participant is under 18 years of age, the participant's parent or guardian provides confirmation to the designated person that the participant:
 - a. Has undergone a medical assessment by a physician or nurse practitioner and has not been diagnosed as having a concussion, and
 - b. Has been medically cleared to return to training, practice or competition by the physician or nurse practitioner
23. If the Participant has been diagnosed with having a concussion.
 - a. The Participant must proceed through the graduated return-to-sport steps.
 - b. The Participant's Return-to-Sport strategy should be guided and approved by a physician with regular consultations throughout the process. The Ontario Curling Council's recommended Return-to-Play protocol can be found in Appendix C.
 - c. An athlete, or the athlete's parent or guardian – if under 18 years of age, must share the medical advice or recommendations they receive with the Designated Person (s) before being permitted to return to training, practice or competition through the graduated Return-to-Sport steps, if any.
 - d. The Designated Person must inform the participant or, if the participant is under 18 years of age, the athlete's parent or guardian, of the importance of disclosing the diagnosis to other sport organization(s) with which the participant is registered or the school the participant attends.
 - e. The Participant, or the Participant's parents or guardians, if under 18 years old, must disclose if the Participant has been diagnosed with a Concussion during an activity/school/sport outside of curling activities, and communicate such diagnosis to the Designated Person.
24. The Participant, or the Participants parent or guardian, if under 18 years old, must provide the Ontario Curling Council with a medical clearance form, signed by a physician, following Stage 5 and before proceeding to Stage 6 (See Table 1 within Return-to-Sport protocol).
25. The Ontario Curling Council will record and keep a record of the participant's progression through the graduated return to sport steps until the athlete, or the athlete's parent or guardian, if under 18 years old, has provided a confirmation of medical clearance by a physician or nurse practitioner to the Designated Person (s).

Risk Reduction and Prevention

26. The Ontario Curling Council mandates the use of well-fitting, properly worn helmets (either CSA or designed specifically for the sport of curling) for all participants under the age of 12.
27. The Ontario Curling Council strongly recommends that anyone in a Learn to Curl Program (age 12 or older) and anyone who is vulnerable (related to experience, medical, prior concussions, etc) wear protective headgear on ice, as recommended by Curling Canada. <https://www.curling.ca/about-curling/safety-first/helmet-use-recommendations/>
28. Ontario Curling Council recognizes that knowing a Participant's SRC history can aid in the development of concussion management and the Return to Sport strategy. The clinical history should also include information about all previous head, face, or cervical spine injuries. Ontario Curling Council encourages Participants to make coaches and other stakeholders aware of their individual histories.

Non-Compliance

29. Failure to abide by any of the guidelines and/or protocols contained within this policy may result in disciplinary action in accordance with Ontario Curling Council's *Discipline and Complaints Policy*.

Liability

30. Ontario Curling Council shall not be liable for any Participant or other individual's use or interpretation of this Policy. Further, none of Ontario Curling Council's members, councillors, officers, employees, agents, representatives and other individuals involved in any way in the administration of this Policy shall be liable to any other individual in any way, in relation to any lawful acts or omissions committed in the honest application, administration, and/or enforcement of this Policy.

Concussion Code of Conduct (Appendix A)

PART A

The following section of the *Concussion Code of Conduct* must be signed by all Participants under the age of 26 years old. For Participants who are younger than 18 years old, a parent/guardian must also sign this section.

I will help prevent concussions by:

- Wearing the proper equipment for my sport and wearing it correctly.
- Developing my skills and strength so that I can participate to the best of my ability.
- Respecting the rules of my sport or activity.
- Demonstrating my commitment to fair play and respect for all (respecting other athletes, coaches, team trainers and officials).

I will care for my health and safety by taking concussions seriously, and I understand that:

- A concussion is a brain injury that can have both short-term and long-term effects.
- A blow to my head, face or neck, or a blow to the body that causes the brain to move around inside the skull may cause a concussion.
- I don't need to lose consciousness to have had a concussion.
- I have a commitment to concussion recognition and reporting, including self-reporting of possible concussion and reporting to a Designated Person when I suspect that another individual may have sustained a concussion. (Meaning: If I think I might have a concussion I should stop participating in further training, practice or competition **immediately**, and I will tell an adult if I think another participant has a concussion).
- Continuing to participate in further training, practice or competition with a possible concussion increases my risk of more severe, longer lasting symptoms, and increases my risk of other injuries.

I will not hide concussion symptoms. I will speak up for myself and others.

- I will not hide my symptoms. I will tell a coach, official, team trainer, parent or another adult I trust if I experience **any** symptoms of concussion.
- If someone else tells me about concussion symptoms, or I see signs they might have a concussion, I will tell a coach, official, team trainer, parent or another adult I trust so they can help.
- I understand that if I have a suspected concussion, I will be removed from sport and that I will not be able to return to training, practice or competition until I undergo a medical assessment by a medical doctor or nurse practitioner and have been medically cleared to return to training, practice or competition.
- I have a commitment to sharing any pertinent information regarding incidents of removal from sport with my school and any other sport organization with which I have registered. (Meaning: If I am diagnosed with a concussion, I understand that letting all of my other coaches and teachers know about my injury will help them support me while I recover).

I will take the time I need to recover, because it is important for my health.

- I understand my commitment to supporting the return-to-sport process and I will follow my

sport organization's Return-to-Sport Protocol.

- I understand I will have to be medically cleared by a medical doctor or nurse practitioner before returning to training, practice or competition.
- I will respect my coaches, team trainers, parents, health-care professionals, and medical doctors and nurse practitioners, regarding my health and safety.

By signing here, I acknowledge that I have fully reviewed and commit to this *Concussion Code of Conduct*.

_____	_____	_____
Name of Participant (print)	Signature of Participant	Date of Birth

_____	_____	_____
Name of Parent or Guardian (print)	Signature of Parent or Guardian	Date

PART B

The following section of the *Concussion Code of Conduct* must be signed by all coaches and team trainers who interact with Participants under the age of 26 years old.

I can help prevent concussions through my:

- Efforts to ensure that my athletes wear the proper equipment and wear it correctly.
- Efforts to help my athletes develop their skills and strength so they can participate to the best of their abilities.
- Respect for the rules of my sport or activity and my efforts to ensure that my athletes do too.
- Commitment to fair play and respect for all (respecting other coaches, team trainers, officials and all participants and ensuring my athletes respect others and play fair).

I will care for the health and safety of all participants by taking concussions seriously. I understand that:

- A concussion is a brain injury that can have both short-term and long-term effects.
- A blow to the head, face, or neck, or a blow to the body may cause the brain to move around inside the skull and result in a concussion.
- A person doesn't need to lose consciousness to have had a concussion.
- A participant with a suspected concussion should stop participating in training, practice or competition **immediately**.
- I have a commitment to concussion recognition and reporting, including self-reporting of possible concussion and reporting to a Designated Person when I suspect that another individual may have sustained a concussion.
- Continuing to participate in further training, practice or competition with a suspected concussion increases a person's risk of more severe, longer lasting symptoms, and increases their risk of other injuries or even death.

I will create an environment where participants feel safe and comfortable speaking up. I will:

- Encourage athletes not to hide their symptoms, but to tell me, an official, parent or another adult they trust if they experience **any** symptoms of concussion after an impact.
- Lead by example. I will tell a fellow coach, official, team trainer and seek medical attention by a physician or nurse practitioner if I am experiencing any concussion symptoms.
- Understand and respect that any participant with a suspected concussion must be removed from sport and not permitted to return until they undergo a medical assessment by a physician or nurse practitioner and have been medically cleared to return to training, practice or competition.
- *For coaches only:* Commit to providing opportunities before and after each training, practice and competition to enable athletes to discuss potential issues related to concussions.

I will support all participants to take the time they need to recover.

- I understand my commitment to supporting the Return-to-Sport process.
- I understand the athletes will have to be cleared by a physician or nurse practitioner before returning to sport.
- I will respect my fellow coaches, team trainers, parents, physicians and nurse practitioners and any decisions made with regards to the health and safety of my athletes.

By signing here, I acknowledge that I have fully reviewed and commit to this *Concussion Code of Conduct*.

Name and role (print)

Signature

Date

Sample Accident Report Form

Appendix B

Date of Report (DD/MM/YY): ____/____/____

PARTICIPANT INFORMATION (INJURED PERSON)

LAST NAME:		FIRST NAME:	
STREET ADDRESS:		CITY:	
POSTAL CODE:		PHONE: ()	
E-MAIL:		AGE:	
SEX: ____M ____F	HEIGHT: ____	WEIGHT: ____	DOB: ____/____/____ dd / mm / yyyy
KNOWN MEDICAL CONDITIONS/ALLERGIES:			

INCIDENT INFORMATION

DATE & TIME OF INCIDENT: ____/____/____ ____:____ dd mm yyyy AM/PM	TIME OF FIRST INTERVENTION: ____:____ AM/PM	TIME OF MEDICAL SUPPORT ARRIVAL: ____:____ AM/PM
DESIGNATED PERSON - DESCRIBE THE INCIDENT: (what took place, where it took place, what were the signs and symptoms of the injured person)		
INJURED PARTICIPANT - DESCRIBE THE INCIDENT: (see above)		
EVENT and CONDITIONS: (what was the event during which the incident took place, location of incident, surface quality, light, weather, etc.):		
ACTIONS TAKEN/INTERVENTION:		
After treatment, the injured person was (*Participant cannot return to play if concussion suspected):		
Sent home	Sent to hospital/a clinic	Returned to activity*

OVER

Sample Accident Report Form (cont'd)

DESIGNATED PERSON INFORMATION

LAST NAME:	FIRST NAME:
STREET ADDRESS:	CITY:
POSTAL CODE:	PHONE: ()
E-MAIL:	AGE:
ROLE (Coach, assistant, parent, official, bystander, therapist):	

WITNESS INFORMATION (someone who observed the incident and the response, not the charge person)

LAST NAME:	FIRST NAME:
STREET ADDRESS:	CITY:
POSTAL CODE:	PHONE: ()
E-MAIL:	AGE:

OTHER COMMENTS OR REMARKS

FORM COMPLETED BY:

PRINT NAME: _____ **SIGNATURE:** _____

Return-to-Sport Protocol (Ontario Curling Council)

Appendix C

The Participant's Return-to-Sport strategy should be guided and approved by a physician with regular consultations throughout the process.

Rest and Rehabilitation

1. Participants with a diagnosed Sport Related Concussion (SRC) should rest during the acute phase (24-48 hours) but can gradually and progressively become more active so long as activity does not worsen the Participant's symptoms. Participants should avoid vigorous exertion.
2. Participants must consider the diverse symptoms and problems that are associated with SRCs. Rehabilitation programs that involve controlled parameters below the threshold of peak performance should be considered.

Refer

3. Participants who display persistent post-concussion symptoms (i.e., symptoms beyond the expected timeline for recovery – 10-14 days for adults and 4 weeks for children) should be referred to physicians with experience handling SRCs.

Recovery and Return to Sport

4. SRCs have large adverse effects on cognitive functioning and balance during the first 24-72 hours after injury. For *most* Participants, these cognitive defects, balance and symptoms improve rapidly during the first two weeks after injury. An important predictor of slower recovery from an SRC is the severity of the Participant's initial symptoms following the first few days after the injury.
5. The table below represents a recommended graduated return to sport for most Participants, in particular, for those that did not experience high severity of initial symptoms after the following the first few days after the injury.

Stage	Aim	Activity	Stage Goal
1	Symptom-limited activity	Daily activities that do not provoke symptoms	Gradual reintroduction of work/school activities
2	Light aerobic exercise	Walking or stationary cycling at slow to medium pace. No resistance training. - Light intensity walking or stationary cycling for 15-20 minutes at sub-symptom threshold intensity	Increase heart rate
3	Sport-specific exercise	Running drills. No head impact activities	Add movement

		<ul style="list-style-type: none"> - Low intensity participation like throwing rocks. - The environment should be managed so as to ensure the participant is at minimum risk of falling or colliding with other participants. - The participant may also attempt basic balance drills. 	
4	Non-contact training drills	Increase intensity, difficulty and duration of training drills. May start progressive resistance training	Exercise, coordination and increased thinking
5	Full practice	Following medical clearance, participate in normal training activities	Restore confidence and assess functional skills by coaching staff
6	Return to sport	Normal participation	

Table 1 – Return to Sport Strategy – Parachute Canada/Curling Canada

6. An initial period of 24-48 hours of both physical rest and cognitive rest is recommended before beginning the Return to Sport strategy.
7. There should be at least 24 hours (or longer) for each step. If symptoms reoccur or worsen, the Participant should go back to the previous step.
8. Resistance training should only be added in the later stages (Stage 3 or Stage 4).
9. If symptoms persist, the Participant should return to see a physician.
10. The Participant must provide Ontario Curling Council with a medical clearance form, signed by a physician, following Stage 5 and before proceeding to Stage 6.

Reconsider

11. The 2017 Concussion in Sport Group (CISG) considered whether certain populations (children, adolescents, and elite athletes) should have SRCs managed differently.
12. It was determined that all Participants, regardless of competition level, should be managed using the same SRC management principles.
13. Adolescents (13 to 18 years old) and children (5 to 12 years old) should be managed differently. SRC symptoms in children persist for up to four weeks. More research was recommended for how these groups should be managed differently, but the CISG recommended that children and adolescents should first follow a Return to School strategy before they take part in a Return to Sport strategy. A Return to School strategy is described below.

Stage	Aim	Activity	Stage Goal
1	Daily activities at home that do not give the child symptoms	Typical activities of the child during the day as long as they do not increase symptoms (e.g., reading, texting, screen time). Start with 5–15 min at a time and gradually build up	Gradual return to typical activities
2	School activities	Homework, reading or other cognitive activities outside of the classroom	Increase tolerance to cognitive work
3	Return to school part-time	Gradual introduction of schoolwork. May need to start with a partial school day or with increased breaks during the day	Increase academic activities
4	Return to school full time	Gradually progress school activities until a full day can be tolerated	Return to full academic activities and catch up on missed work

Table 2 – Return to School Strategy

Residual Effects

14. Participants should be alert for potential long-term problems such as cognitive impairment and depression. The potential for developing chronic traumatic encephalopathy (CTE) should also be a consideration, although the CISG stated that *“a cause-and-effect relationship has not yet been demonstrated between CTE and SRCs or exposure to contact sports. As such, the notion that repeated concussion or subconcussive impacts cause CTE remains unknown.”*



Policy Name: Confidentiality Policy
Version Control: April 29, 2020
Ratification Date: May 4, 2020
Review Date: May 4, 2023

Confidentiality Policy

PREAMBLE

The Ontario Curling Council (OCC) is committed to protecting its proprietary confidential information.

DEFINITIONS

OCC Representatives: all individuals employed by, or engaged in activities with, the OCC including, but not limited to, athletes, coaches, officials, volunteers, administrators, contract personnel, committee members, and councillors and officers of the OCC (hereinafter “OCC Representatives”).

Confidential Information:

The term “Confidential Information” includes, but is not limited to, the following:

- a) OCC intellectual property, proprietary information, and business related to OCC programs, fundraisers, procedures, business methods, forms, policies, marketing and development plans, advertising programs, creative and training materials, trade secrets, knowledge, techniques, data, products, technology, computer programs, manuals, registration lists, software, financial information, and information that is not generally or publicly known or distributed.
- b) confidential information of Member Associations or other parties that is shared with OCC with a reasonable expectation of privacy.

Provincial Sport Organization (PSO) – Ontario Curling Council

Member Associations (MA) – CurlON and Northern Ontario Curling Association. Collectively referred to as ‘members.’

PURPOSE

The purpose of this Policy is to ensure the protection of Confidential Information that is proprietary to the Ontario Curling Council.

POLICY

1. This Policy applies to all categories of membership within the OCC’s *Bylaws* as well as all individuals employed by, or engaged in activities with, the OCC. Persons affected by this Policy include, but are not limited to, athletes, coaches, officials, volunteers, administrators, contract personnel, committee members, and councillors and officers of the OCC (hereinafter “OCC Representatives”).

Responsibilities

2. OCC Representatives will not, either during the period of their involvement/employment with the OCC or any time thereafter, disclose to any person or organization any Confidential Information acquired during their period of involvement/employment, unless expressly authorized to do so.
3. OCC Representatives will not publish, communicate, divulge, or disclose to any unauthorized person, firm, corporation, or third party any Confidential Information without the express written consent of the Manager, Programs and
4. Operations.
5. OCC Representatives will not use, reproduce, or distribute Confidential Information without the express written consent of the Manager, Programs and
6. Operations.
7. All files and written materials relating to Confidential Information will remain the property of the OCC and, upon termination of involvement/employment with the OCC or upon request of the OCC, the OCC Representative will immediately return all written or tangible Confidential Information, as well as copies and reproductions, and any other media containing Confidential Information.
8. All electronic files relating to Confidential Information will remain the property of the OCC and, upon termination of involvement/employment with the OCC or upon request of the OCC, the OCC Representative will immediately delete all such electronic files.

Intellectual Property

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

Enforcement

10. A breach of any provision in this Policy may be subject to legal recourse, termination of the employment or volunteer position, or sanctions pursuant to the OCC's *Discipline Policy*.



Policy Name: Conflict of Interest Policy
Version Control: April 29, 2020
Ratification Date: May 4, 2020
Review Date: May 4, 2023

Conflict of Interest Policy

PREAMBLE

The Ontario Curling Council acknowledges that conflicts of interest indicate a healthy organization that is well connected to the sport and to the organization's mission.

This policy applies to the expected conduct of Councillors, committee members and employees of the Ontario Curling Council, when carrying out the business and activities of the Ontario Curling Council. It enables Councillors, committee members and employees to recognize and declare potential conflicts of interest

DEFINITIONS

Officials: The word "Official" will be used throughout this document to include all members of the Ontario Curling Council (Councillors), all members of committee(s), and employees.

Conflict of Interest: Officials are considered to be in a "conflict of interest" whenever they themselves, or members of their family, business partners or close personal associates, may personally benefit either directly or indirectly, financially or otherwise, from their position on the Council, committees or as an employee.

A conflict of interest may be "real," "potential" or "apparent"; the same duty to disclose applies to each. Full disclosure in itself does not remove a conflict of interest.

Committees: This policy applies equally to Members Association representatives who participate in committees of the Ontario Curling Council. The Chairperson of the committee will have similar responsibilities as the Ontario Curling Council Chair for dealing with conflicts of interest within his/her committee.

Provincial Sport Organization (PSO) – Ontario Curling Council

Member Associations (MA) – CurlON and Northern Ontario Curling Association. Collectively referred to as ‘members.’

PURPOSE

The purpose of this policy outlines the expectations of individuals when conducting activities that further the Ontario Curling Council’s programs and services. The policy sets forth guidelines for dealing with conflicts of interest and related matters. It is intended to protect Ontario Curling Council’s reputation for integrity, and to increase its capacity for effective governance.

POLICY

Ontario Curling Council Councillors, committee members, employees or representatives of the Ontario Curling Council shall not:

1. Engage in any business or transactions or have a financial or other personal interest which is incompatible with the discharge of their duties and obligations with the Ontario Curling Council.
2. Knowingly place themselves in a position where they are under obligation to any person who might benefit from special consideration or favour on their part, or might seek, in any way, preferential treatment.
3. Accord, in the performance of their duties and obligations, preferential treatment to relatives or friends or to organizations in which they or their relatives or friends have an interest, financial or otherwise.
4. Benefit from the use of information acquired during the course of their duties with the Ontario Curling Council, which is generally not available to the public.
5. Use Ontario Curling Council property, equipment, supplies or services of consequence for activities not associated with the discharge of official duties with Ontario Curling Council.
6. Place themselves in a position where they could influence decisions or contracts from which they could derive any direct or indirect benefits or interest.
7. Accept any gift that could reasonably be construed as being given in anticipation of recognition or of special consideration by the Ontario Curling Council, Committee Members, employees, representatives or decision makers of the Ontario Curling Council.
8. In addition, engage in any outside work, activity or business undertaking that conflicts or appears to conflict with their duties as Councillors, Committee Members, employees, representatives or decision makers of the Ontario Curling Council.

Procedure for Disclosure

Individuals who are elected, appointed or hired to positions within the Ontario Curling Council, will disclose their potential conflict in the following manner:

9. Whenever a Councillor, committee member, staff person, representative or decision maker considers that he or she could be, or could potentially be, in a conflict of interest as defined within this policy, he or she shall disclose this conflict to the Chair & the Executive Director immediately.
10. Any other Councillor, Committee member, employee or representative of the Ontario Curling Council who feels that a Councillor, Committee member, employee or representative of the Ontario Curling Council is in a conflict of interest, shall report the matter to the Chair and the Executive Director at any time.

11. If a Councillor, Committee member, employee or representative of the Ontario Curling Council is in doubt as to whether or not a conflict of interest situation exists, he or she should provide disclosure to the Chair and the Executive Director immediately.

Procedure Following Disclosure

Once a Councillor, Committee member, employee or representative of the Ontario Curling Council has provided disclosure of a conflict of interest with respect to a particular matter to be considered or decision to be made, the following principles shall apply:

12. The individual in the conflict of interest may not participate in discussion of this matter as an advocate on his or her own behalf, either formally at the meeting or informally through private contact, communication or discussion, unless such participation is approved by a majority vote of the Councillors or Committee Members.
13. The individual in a conflict of interest shall not participate in any vote on the matter.
14. Documentation relating to conflict of interest situations shall be recorded in the Minutes of the Ontario Curling Council and all relevant committees of the Ontario Curling Council.

Sanctions for Failure to Adhere to this Policy

15. The Dispute Resolution Committee will review the situation and, if required, will convene a hearing with the individual who is alleged to have failed to adhere to this policy, and will make a recommendation to the Ontario Curling Council as to its findings and any appropriate sanction. The final decision regarding a breach of this policy rests with the Ontario Curling Council.
16. In investigating the matter, convening a hearing, recommending sanctions, and deciding the outcome of any breach of this policy, both the Dispute Resolution Committee and the Ontario Curling Council will respect the principles of procedural fairness.



Policy Name: Council Duties and Obligations
Version Control: April 29, 2020
Ratification Date: May 4, 2020
Review Date: May 4, 2023

Council Duties and Obligations Policy

DEFINITIONS

Council: within the Corporation known as the Ontario Curling Council, the Board of Directors shall be referred to as the “Council.”

Councillor(s): an individual(s) acting as a director within the Corporation.

DUTIES

1. The Council is responsible for the stewardship of the Corporation – which is a non-profit non-share capital corporation. The Council has the statutory authority and obligation to protect and enhance the assets of the company in the interest of its member associations.

Councillors demonstrate their commitment by attending and actively participating in Council and Committee meetings; by being prepared for meetings; participating in setting goals and evaluating performance of management.

Councillors are to ensure they have appropriate information to make knowledgeable decisions on matters coming before the Council. Councillors are to make themselves familiar with all aspects of the business and affairs of the Corporation.

Councillors must act in a manner to create a positive impression of the Corporation with the member associations, the public, and our customers. Conduct should instill and enhance:

- a) public confidence;
- b) the confidence of the stakeholders (inclusive of by not limited to the members, participants, funders) that duties are carried out with Duty of Care and Duty of Loyalty;
- c) The reputation of the Council.

Corporation Governance

2. The Corporation is governed by:

- a) all regular statutes including but not limited to the Income Tax Act, Lobbyist Act etc.;
- b) letters patent;
- c) by-laws;
- d) board policies;
- e) the common law; and
- f) Contracts negotiated and executed by the Corporation (i.e. landlord leases, government grants, supplier agreements etc.)

Obligations - General

- 3. To oversee the business and management's day to day operation of the business, the Council has the following obligations:
 - a) ensure a competent Manager, Programs and Operations is in place; ;
 - b) determine the Corporation's business vision, strategy, direction and policies;
 - c) monitor and evaluate the performance of the Manager, Programs and Operations against Council expectations;
 - d) monitor financial performance and approve the Corporation's auditor
 - e) set compensation of the Manager, Programs and Operations;
 - f) establish policies and ensure compliance;
 - g) as individuals, Councillors have an obligation to support and participate on Council Committees.

Obligations - Fiduciary

- 4. Councillors are fiduciaries and have obligations that include:
 - a) fiduciary duty to act honestly and in good faith in the best interest of the company – also known as “Duty of Care” and “Duty of Loyalty”;
 - b) disclose conflicts of interest;
 - c) not appropriating an opportunity that belongs to the Corporation;
 - d) Maintaining confidentiality of the Council and the business. This extends beyond any term on the Councillor.

Conduct

- 5. Councillors are to conduct themselves at all times to enhance the Corporation's interests and reputation. Each Councillor shall adhere to the Ontario Curling Council's Code of Conduct Policy.

Standards of Care

- 6. Councillors shall exercise the care, diligence and skill of a reasonable person in comparable circumstances.

Proper conduct will include:

- a) preparation, attendance and active participation in all scheduled meetings;
- b) an understanding of the business and regulatory context in which it operates;

- c) making sure the Corporation's actions comply with mandate, by-laws and policies;
- d) speaking as one Council;
- e) compliance with law e.g. Annual Meeting, notices, filings etc.;
- f) manage the performance, rehiring and termination (if required), of the Manager, Programs and Operations;
- g) Chair: The Chair is responsible to direct the affairs of the Council; to monitor the performance of the Council; and to conduct a review with a Councillor whose attendance falls to 50% or lower.

Delegation

7. The Council may delegate certain matters to Council Committees, through specific Terms of References. The Council expects management (Manager, Programs and Operations & Staff) to conduct the day to day affairs of the Corporation.



Policy Name: Discipline and Complaints
Version Control: June 26, 2020
Ratification Date: September 11, 2023
Review Date: Under review, expiring September 11, 2024

Discipline and Complaints Policy

DEFINITIONS

1. The following terms have these meanings in this Policy:
 - a) *“Discipline Committee”* – The Discipline Committee will be established by the Ontario Curling Council (OCC). The Council will designate a Case Manager, an individual or individuals appointed by the Ontario Curling Council to be the first point-of-contact for all discipline and complaint matters reported to Ontario Curling Council in accordance with the *Investigations Policy- Discrimination, Harassment, Abuse and Maltreatment*.
 - b) *“Case Manager”* – An individual appointed by the Ontario Curling Council to administer certain complaints under the *Discipline and Complaints Policy*. The Case Manager does not need to be a member of, or affiliated with Ontario Curling Council. Where the Manager of Programs and Operations is subject of the complaint, they cannot serve on the Discipline Committee or as Case Manager.
 - c) *“Individuals”* – All categories of membership defined in Ontario Curling Council’s Bylaws, as well as all individuals employed by, or engaged in activities with Ontario Curling Council including, but not limited to, volunteers, managers, administrators, committee members, and Councillors and Officers of Ontario Curling Council
 - d) *“Respondent”* – The Party responding to the complaint

PURPOSE

2. Individuals are expected to fulfill certain responsibilities and obligations including, but not limited to, complying with Ontario Curling Council’s policies, Bylaws, rules and regulations, and *Code of Conduct and Ethics* . Non-compliance may result in sanctions pursuant to this Policy.

APPLICATION OF THIS POLICY

3. This Policy applies to all Individuals.
4. This Policy applies to matters that may arise during Ontario Curling Council’s business, activities, and events including, but not limited to, competitions, practices, tryouts, training camps, travel associated with Ontario Curling Council’s activities, and any meetings.

5. This Policy also applies to Individuals' conduct outside of Ontario Curling Council's business, activities, and events when such conduct adversely affects relationships within Ontario Curling Council (and its work and sport environment), is detrimental to the image and reputation of Ontario Curling Council, or upon the acceptance of Ontario Curling Council. Applicability will be determined by Ontario Curling Council at its sole discretion.
6. This Policy does not prevent immediate discipline or sanction from being applied as reasonably required. Further discipline may be applied according to this Policy. Any infractions or complaints occurring within competition will be dealt with by the procedures specific to the competition, if applicable. In such situations, disciplinary sanctions will be for the duration of the competition, training, activity, or event only.
7. An employee of Ontario Curling Council who is a Respondent will be subject to appropriate disciplinary action in accordance with any of Ontario Curling Council's applicable policies, as well as the employee's Employment Agreement, if applicable. Violations may result in a warning, reprimand, restrictions, suspension, or other disciplinary actions up to and including termination of employment.

ALIGNMENT

8. Ontario Curling Council recognizes that Individuals may also be registered with Member Associations and/or Member Clubs. Ontario Curling Council requires that Member Associations and/or Member Clubs to submit discipline decisions involving Individuals to Ontario Curling Council. Ontario Curling Council may, at its sole discretion, take further action.
9. If Ontario Curling Council decides to take further action upon becoming aware of an Individual who has been disciplined by a Member Association and/or Member Club, the Individual will be the Respondent to a complaint initiated under the terms of this Policy. Ontario Curling Council may act as the Complainant if the original Complainant is unwilling or unavailable to participate in this process.
10. The Discipline Committee, as applicable, will review and consider the decision by the Member Association and/or Member Club when deciding on the complaint in accordance with the terms of this Policy.

ADULT REPRESENTATIVE

11. Complaints may be brought for or against an Individual who is a minor. Minors must have a parent/guardian or other adult serve as their representative during this process.
12. Communication from the Discipline Committee or Case Manager, as applicable, must be directed to the minor's representative.
13. A minor is not required to attend an oral hearing, if held.

PROCESS

14. Any Individual may report an incident or complaint to the Manager, Programs and Operations in writing, within fourteen (14) days of the alleged incident, although this timeline can be waived or extended at the Manager, Program and Operations' discretion.
15. Ontario Curling Council may, in its sole discretion, act as the Complainant and initiate the complaint process under the terms of this Policy. In such cases, Ontario Curling Council will identify an individual representative of the organization.
16. Upon receiving a report of an incident or a complaint, the Manager, Programs and Operations may, at their sole discretion and depending on the nature of the issue, refer the complaint to the Discipline Committee, who will be responsible for following process #1, as described in Sections 21-27 below, or, alternatively, appoint a Case Manager, who will be responsible for following Section 28 and following below. The Manager, Programs and Operations' decision to refer to the Discipline Committee or a Case Manager is not subject to appeal.
17. When determining whether to refer to the Discipline Committee or appoint a Case Manager, the Manager, Programs and Operations has the discretion to choose which process should be followed, and may use the following examples as a general guideline:
 - a) Process #1 - the Complaint alleges the following incidents:
 - i. Disrespectful, abusive, racist, or sexist comments or behaviour
 - ii. Disrespectful conduct
 - iii. Minor incidents of violence (e.g., tripping, pushing, elbowing)
 - iv. Conduct contrary to the values of Ontario Curling Council
 - v. Non-compliance with Ontario Curling Council's policies, procedures, rules, or regulations
Minor violations of Ontario Curling Council's *Code of Conduct and Ethics*
 - b) Process #2 - the Complaint alleges the following incidents:
 - i. Repeated minor incidents
 - ii. Any incident of hazing
 - iii. Behaviour that constitutes harassment, sexual harassment, or sexual misconduct
 - iv. Major incidents of violence (e.g., fighting, attacking, sucker punching)
 - v. Pranks, jokes, or other activities that endanger the safety of others
 - vi. Conduct that intentionally interferes with a competition or with any athlete's preparation for a competition
 - vii. Conduct that intentionally damages Ontario Curling Council's image, credibility, or reputation
 - viii. Consistent disregard for Ontario Curling Council's bylaws, policies, rules, and regulations
 - ix. Major or repeated violations of Ontario Curling Council's *Code of Conduct and Ethics*
 - x. Intentionally damaging Ontario Curling Council's property or improperly handling Ontario Curling Council's monies
 - xi. Abusive use of alcohol, any use or possession of alcohol by minors, or use or possession of illicit drugs and narcotics

- xii. A conviction for any *Criminal Code* offense
- xiii. Any possession or use of banned performance enhancing drugs or methods

18. The Discipline Committee or Case Manager (as applicable), may determine that the alleged incident may contain an element of discrimination, harassment, workplace harassment, workplace violence, sexual harassment, or abuse. In this case, the Discipline Committee or Case Manager may appoint an Investigator in accordance with Ontario Curling Council's *Investigations Policy - Discrimination, Harassment, and Abuse* and Ontario Curling Council, and the Investigator, will have additional responsibilities as described in that Policy.

PROCESS #1: HANDLED BY DISCIPLINE COMMITTEE

Sanctions

19. Following the determination that the complaint or incident should be handled under Process #1, the Discipline Committee will review the submissions related to the complaint or incident and determine one or more of the following sanctions:

- a) Verbal or written reprimand
- b) Verbal or written apology
- c) Service or other contribution to Ontario Curling Council
- d) Removal of certain privileges
- e) Suspension from certain teams, events, and/or activities
- f) Suspension from all or some of Ontario Curling Council's activities for a designated period
- g) Any other sanction considered appropriate for the offense

20. The Discipline Committee will inform the Respondent of the sanction, which will take effect immediately.

21. Records of all sanctions will be maintained by Ontario Curling Council.

Request for Reconsideration

22. The sanction may not be appealed until the completion of a request for reconsideration. However, the Respondent may contest the sanction by submitting a Request for Reconsideration within four (4) days of receiving the sanction. In the Request for Reconsideration, the Respondent must indicate:

- a) Why the sanction is inappropriate;
- b) All evidence to support the Respondent's position; and
- c) What penalty or sanction (if any) would be appropriate.

23. Upon receiving a Request for Reconsideration, the Discipline Committee may decide to accept or reject the Respondent's suggestion for an appropriate sanction.

24. Should the Discipline Committee accept the Respondent's suggestion for an appropriate sanction, that sanction will take effect immediately.

25. Should the Discipline Committee not accept the Respondent's suggestion for an appropriate sanction, the initial complaint or incident will be handled under Process #2 of this Policy.

PROCESS #2: HANDLED BY CASE MANAGER

Case Manager

26. Following the determination that the complaint or incident should be handled under Process #2, the Manager, Programs and Operations will appoint a Case Manager to oversee management and administration of the complaint or incident. The Case Manager should not be in a conflict of interest and should have expertise in dispute resolution matters. Such appointment is not appealable.
27. The Case Manager has a responsibility to:
- a) Determine whether the complaint is frivolous and/or within the jurisdiction of this Policy
 - b) Propose the use of Ontario Curling Council's *Dispute Resolution Policy*
 - c) Appoint the Discipline Committee, if necessary
 - d) Coordinate all administrative aspects and set timelines
 - e) Provide administrative assistance and logistical support to the Discipline Committee as required
 - f) Provide any other service or support that may be necessary to ensure a fair and timely proceeding

Procedures

28. If the Case Manager determines the complaint is:
- a) Frivolous or outside the jurisdiction of this Policy, the complaint will be dismissed immediately
 - b) Not frivolous and within the jurisdiction of this Policy, the Case Manager will notify the Parties that the complaint is accepted and of the applicable next steps
29. The Case Manager's decision to accept or dismiss the complaint may not be appealed.
30. The Case Manager will establish and adhere to timelines that ensure procedural fairness and that the matter is heard in a timely fashion.
31. After notifying the Parties that the complaint has been accepted, the Case Manager may propose using Ontario Curling Council's *Dispute Resolution Policy* with the objective of resolving the dispute. If applicable, and if the dispute is not resolved, or if the parties refuse to use the *Dispute Resolution Policy*, the Case Manager will appoint a Discipline Committee, which shall consist of a single Arbitrator, to hear the complaint. In extraordinary circumstances, and at the discretion of the Case Manager, a Discipline Committee of three persons may be appointed to hear the complaint. In this event, the Case Manager will appoint one of the Discipline Committee's members to serve as the Committee.
32. The Case Manager, in cooperation with the Discipline Committee, will then decide the format under which the complaint will be heard. This decision may not be appealed. The format of the hearing may be an oral in-person hearing, an oral hearing by telephone or other communication medium, a hearing based on a review of documentary evidence submitted in advance of the hearing, or a combination

of these methods. The hearing will be governed by the procedures that the Case Manager and the Discipline Committee deem appropriate in the circumstances, provided that:

- a) The Parties will be given appropriate notice of the day, time, and place of the hearing, in the case of an oral in-person hearing or an oral hearing by telephone or other communication medium
- b) Copies of any written documents which the parties wish to have the Discipline Committee consider will be provided to all Parties, through the Case Manager, in advance of the hearing
- c) The Parties may engage a representative, advisor, or legal counsel at their own expense
- d) The Discipline Committee may request that any other individual participate and give evidence at the hearing
- e) The Discipline Committee may allow as evidence at the hearing any oral evidence and document or thing relevant to the subject matter of the complaint, but may exclude such evidence that is unduly repetitious, and shall place such weight on the evidence as it deems appropriate
- f) The decision will be by a majority vote of the Discipline Committee

33. If the Respondent acknowledges the facts of the incident, the Respondent may waive the hearing, in which case the Discipline Committee will determine the appropriate sanction. The Discipline Committee may still hold a hearing for the purpose of determining an appropriate sanction.

34. The hearing will proceed in any event, even if a Party chooses not to participate in the hearing.

35. If a decision may affect another party to the extent that the other party would have recourse to a complaint or an appeal in their own right, that party will become a Party to the current complaint and will be bound by the decision.

36. In fulfilling its duties, the Discipline Committee may obtain independent advice.

Decision

37. After hearing and/or reviewing the matter, the Discipline Committee will determine whether an infraction has occurred and, if so, the sanctions to be imposed. Within fourteen (14) days of the hearing's conclusion, the Discipline Committee's written decision, with reasons, will be distributed to all Parties, the Case Manager, and Ontario Curling Council. In extraordinary circumstances, the Discipline Committee may first issue a verbal or summary decision soon after the hearing's conclusion, with the full written decision to be issued before the end of the fourteen (14) day period. The decision will be considered a matter of public record unless decided otherwise by the Discipline Committee.

Sanctions

38. The Discipline Committee may apply the following disciplinary sanctions, singularly or in combination:

- a) Verbal or written reprimand
- b) Verbal or written apology
- c) Service or other contribution to Ontario Curling Council
- d) Removal of certain privileges
- e) Suspension from certain teams, events, and/or activities
- f) Suspension from all or some of Ontario Curling Council's activities for a designated period
- g) Payment of the cost of repairs for property damage

- h) Suspension of funding from Ontario Curling Council or from other sources
- i) Expulsion from Ontario Curling Council
- j) Any other sanction considered appropriate for the offense

39. Unless the Discipline Committee decides otherwise, any disciplinary sanctions will begin immediately, notwithstanding an appeal. Failure to comply with a sanction as determined by the Discipline Committee will result in an automatic suspension until such time as compliance occurs.

40. Records of all decisions will be maintained by Ontario Curling Council.

Appeals

41. The decision of the Discipline Committee may be appealed in accordance with Ontario Curling Council's *Appeal Policy*.

SUSPENSION PENDING A HEARING

42. The Manager, Programs and Operations may, at their sole discretion, determine that an alleged incident is of such seriousness as to warrant suspension of an Individual pending completion of a criminal process, the hearing, or a decision of the Discipline Committee.

CRIMINAL CONVICTIONS

43. An Individual's conviction for a *Criminal Code* offense shall be deemed an infraction under this Policy and may result in expulsion from Ontario Curling Council. *Criminal Code* offences may include, but are not limited to:

- a) Any child pornography offences
- b) Any sexual offences
- c) Any offence of physical violence
- d) Any offence of assault
- e) Any offence involving trafficking of illegal drugs

CONFIDENTIALITY

44. The discipline and complaints process is confidential and involves only the Parties, the Case Manager, the Discipline Committee, and any independent advisors to the Discipline Committee. Once initiated and until a decision is released, none of the Parties will disclose confidential information relating to the discipline or complaint to any person not involved in the proceedings.

TIMELINES

45. If the circumstances of the complaint are such that adhering to the timelines outlined by this Policy will not allow a timely resolution to the complaint, the Discipline Committee may direct that these timelines be revised.

RECORDS AND DISTRIBUTION OF DECISIONS

1. Other individuals or organizations, including but not limited to, national sport organizations, provincial sport organizations, sport clubs, etc., may be advised of any decisions rendered in accordance with this Policy, as determined by the Discipline Committee.



Policy Name: Dispute Resolution
Version Control: June 26, 2020
Ratification Date: September 11, 2023
Review Date: Under review, expiring September 11, 2024

Dispute Resolution Policy

DEFINITIONS

1. The following term has this meaning in this Policy:
 - a) *“Individuals”* – All categories of membership defined in Ontario Curling Council’s Bylaws, as well as all individuals employed by, or engaged in activities with Ontario Curling Council including, but not limited to, athletes, coaches, convenors, officials, volunteers, managers, administrators, committee members, and Councillors and Officers of Ontario Curling Council.

PURPOSE

2. Ontario Curling Council supports the principles of Alternate Dispute Resolution (ADR) and is committed to the techniques of negotiation, facilitation, and mediation as effective ways to resolve disputes. Alternate Dispute Resolution also avoids the uncertainty, costs, and other negative effects associated with lengthy appeals or complaints, or with litigation.
3. Ontario Curling Council encourages all Individuals to communicate openly, collaborate, and use problem-solving and negotiation techniques to resolve their differences. Ontario Curling Council believes that negotiated settlements are usually preferable to outcomes resolved through other dispute resolution techniques. Negotiated resolutions to disputes with and among Individuals are strongly encouraged.

APPLICATION OF THIS POLICY

4. This Policy applies to all Individuals.
5. Opportunities for Alternate Dispute Resolution may be pursued at any point in a dispute when all parties to the dispute agree that such a course of action would be mutually beneficial.

FACILITATION AND MEDIATION

6. The dispute will first be referred to Ontario Curling Council's Manager, Programs and Operations (or the Chair, if the dispute involves the Manager of Programs and Operations) for review, with the objective of resolving the dispute via Alternate Dispute Resolution and/or mediation.
7. If all parties to a dispute agree to Alternate Dispute Resolution or mediation, the Manager, Programs and Operations may refer the alternate dispute resolution process to a resolution facilitator of the Sport Dispute Resolution Centre of Canada (SDRCC).
8. If all parties to a dispute agree to Alternate Dispute Resolution, a mediator or facilitator, acceptable to all parties, shall be appointed to mediate or facilitate the dispute.
9. The mediator or facilitator shall decide the format under which the dispute shall be mediated or facilitated and shall specify a deadline before which the parties must reach a negotiated decision.
10. Should a negotiated decision be reached, the decision shall be reported to, and approved by Ontario Curling Council. Any actions that are to take place as a result of the decision shall be enacted on the timelines specified by the negotiated decision, pending Ontario Curling Council's approval.
11. Should a negotiated decision not be reached by the deadline specified by the mediator or facilitator at the start of the process, or if the parties to the dispute do not agree to Alternate Dispute Resolution, the dispute shall be considered under the appropriate section of Ontario Curling Council's *Discipline and Complaints Policy* or *Appeal Policy*, as applicable.

FINAL AND BINDING

12. Any negotiated decision will be binding on the parties. Negotiated decisions may not be appealed.

FEES

13. It is understood that if independent arbitration is used after all internal avenues of decision making, negotiation, facilitation, mediation, and/or appeals have been exhausted, any cost for arbitration services will be the responsibility of each party associated with that arbitration.



Policy Name: Equity, Diversity and Inclusion Policy
Version Control: May 16, 2022
Ratification Date: June 27, 2022
Review Date: June 27, 2025

Equity, Diversity and Inclusion Policy

DEFINITIONS

The following terms have these meanings in this Policy:

- a. *“Activity”* – All business and activities of Ontario Curling Council;
- b. *“Board”* – The Board of Directors of Ontario Curling Council;
- c. *“Diversity”* – the presence and integration of a variety of individuals with different personal characteristics, particularly Underrepresented Groups, in a group or organization;
- d. *“Equity”* – fairness afforded to Individuals with diverse personal characteristics regardless of those characteristics;
- e. *“Good Faith”* – the general presumption that all parties will deal with each other honestly;
- f. *“Inclusion”* – acceptance of Individuals with diverse personal characteristics into a group or organization, regardless of those characteristics;
- g. *“Individual”* – All categories of membership defined in the Ontario Curling Council’s Bylaws, as well as all individuals employed by, or engaged in activities with the Ontario Curling Council including, but not limited to, volunteers, managers, administrators, committee members, and Directors and Officers of Ontario Curling Council
- h. *“Underrepresented Group”* – Describes a subset of a population that holds a smaller percentage within a significant subgroup than the subset holds in the general population. In sport, research shows that underrepresented groups include: women and girls, persons with disabilities, LGBTQI2S community, marginalized youth, Black, Indigenous and People of Colour (BIPOC), socio-economically disadvantaged people, newcomers to Canada, rural, remote and isolated regions, and older adults;

PURPOSE

1. The Ontario Curling Council is committed to supporting Equity, Diversity and Inclusion (EDI) in its Activities and has enacted this Policy to provide Underrepresented Groups with fair and equitable opportunities to participate in its Activities without any hindrance.
2. This Policy:
 - a. Actively Encourages the benefits, principles and opportunities of EDI within the Ontario Curling Council and with all of its partners and stakeholders;
 - b. Encourages individuals of all demographic groups, particularly those of Underrepresented

- Groups, and all genders, to become involved in the sport of curling as athletes, coaches, officials, volunteers, staff, supporters and spectators;
- c. Creates environments, programs, policies and processes that welcome everyone to the sport of curling and seeks to increase the diversity of individuals and organizations involved in curling; and
 - d. Ensures that the Ontario Curling Council serves as an example to the Canadian and international sport community, investing in programs that seek to promote, celebrate, and recognize diversity in society overall.

APPLICATION

3. This Policy applies to all of the following:
 - a. The Ontario Curling Council, its Member Associations and all Individuals;
 - b. Employees and anyone under contract with Ontario Curling Council and anyone attending its offices or other workplaces for work or training-related purposes. This includes all persons working with teams or athletes, including coaches, medical and paramedical personnel and other support persons.
4. This Policy applies at all times, wherever an Ontario Curling Council sanctioned activity takes place.
5. This Policy also applies to conduct outside of the Ontario Curling Council's activity(ies) when such conduct adversely affects relationships within Ontario Curling Council and its work and sport environment or is detrimental to the integrity, image or reputation of the Ontario Curling Council.

PRINCIPLES OF EQUITY, DIVERSITY AND INCLUSION

6. The Ontario Curling Council recognizes that discrimination, prejudice, or Harassment based on personal attributes, including race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status or disability, is contrary to human rights principles and will not be tolerated. The Ontario Curling Council is therefore fully committed to implementing inclusive rules, policies and practices that ensure all people are able to participate in a safe, open, and welcoming environment in our sport.
7. Equity is demonstrated by treating people with full respect and is promoted and achieved by removing barriers and by the creation of accessible and respectful environments, including any reasonable accommodations required to allow equal opportunities, equal access, and equal benefits to participate so that all Individuals can achieve their personal potential in the sport of curling.
8. Valuing Diversity means respect and appreciation of differences in individuals and in groups and honouring and upholding human rights. It also means valuing various points of view and being open to new and different ideas.
9. Inclusion ensures that everyone feels welcome, comfortable, and that they belong.

ONTARIO CURLING COUNCIL COMMITMENTS

10. In order to achieve EDI within the Ontario curling community, the Ontario Curling Council will:
 - a. Educate Individuals, through this Policy and resources on its website, regarding the importance of EDI and how EDI can be attained through practices, policies, procedures

- and by setting behavioural standards;
 - b. Provide registration forms and other documents that allow the Individual to indicate their gender identity and expression instead of their sex or gender and to ensure that registration forms and processes include inclusive language with respect to self-identification;
 - c. Allow Individuals to decide not indicate a gender identity without any consequence to the Individual;
 - d. Allow Individuals to indicate their pronouns and/or their preferred name(s) and to refer to Individuals by their preferred pronoun and/or preferred name;
 - e. Promote inclusive language and images on its website and other documents or materials;
 - f. Consult with Underrepresented Groups to implement, monitor and update this Policy;
 - g. Allow Individuals to use the facilities of their gender identity (i.e., washrooms, changerooms) when Ontario Curling Council has control over such authority;
 - h. Respect all Individuals' gender identity and gender expression when providing uniforms and setting dress codes; and
 - i. Determine eligibility guidelines for Individuals from all gender identities.
11. The Ontario Curling Council further commits to undertake the following EDI efforts:
- a. Support EDI for all Underrepresented Groups;
 - b. To continuously take EDI matters into account in its strategies, plans, actions, and operations, including technical programs, business management, sponsorship, marketing, media and communication;
 - c. To identify and address areas of EDI that can be improved within the sport of curling in Ontario;
 - d. To conduct an internal audit of the Ontario Curling Council programs from an EDI perspective;
 - e. To conduct an annual review of the Ontario Curling Council's competition guides and other related documents to ensure that rules in place for each curling season will support a culture of Inclusion. Any such annual review shall include consultation with Ontario Curling Council's stakeholders;
 - f. To schedule a regular review of Ontario Curling Council registration procedures to ensure that they are inclusive;
 - g. To develop and maintain educational materials related to EDI on the Ontario Curling Council website and to regularly review and update such resources;
 - h. Consult Underrepresented Groups when developing programs and policy that will directly affect their participation in the sport of curling in Canada;
 - i. Address concerns of EDI in all educational and promotional materials; and
 - j. Share learnings and best practices in EDI with provincial and territorial members to strengthen EDI initiatives within the sport of curling across the country.

EDUCATION AND COMMUNICATION

- 12. The Ontario Curling Council will ensure this Policy is well publicized, including on its website. Information should be included in all relevant training materials to ensure use.
- 13. The Ontario Curling Council will ensure that this Policy is communicated to those who will be responsible for implementing and upholding it.

PROGRAMS

14. The Ontario Curling Council will:

- a. Ensure that equitable opportunities are considered when developing, updating, or delivering Ontario Curling Council programs and policies;
- b. Ensure that individuals from Under-Represented Groups have no barriers to participation in its programs, training, and coaching opportunities;
- c. Create and support programming that specifically addresses EDI;
- d. Fund programs and services equitably;
- e. Create special opportunities to advance women in coaching; and
- f. Consider a balance of presenters from all gender identities when planning and conducting education sessions.

GOVERNANCE

15. The Ontario Curling Council will:

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

COMMUNICATIONS AND MEDIA

16. The Ontario Curling Council will:

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

HUMAN RESOURCES

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

- a. Where possible, adopt work practices such as flex-time, job-sharing and home-based offices;
- b. Provide a physically accessible workplace environment;
- c. Ensure a safe working environment;
- d. Use non-discriminatory interview techniques;
- e. Provide opportunities for all staff to advance and receive equitable remuneration;

- f. Publicly declare the Ontario Curling Council to be an equal opportunity employer and respect and implement the principle of pay equity in relation to salaried and contract employees;
- g. When appropriate, make available access to Employee Assistance counselling

RESOLVING ISSUES IN RELATION TO EDI

- 18. Should an Individual consider that they have been subject to, or believe another person has been the victim of Discrimination, Harassment, Abuse or Sexual Harassment, they may take appropriate action through the Ontario Curling Council *Discipline and Complaints Policy*.
- 19. Any Individual that pursues recourse under the Ontario Curling Council's Discipline and Complaints Policy shall not be subject to any retribution, reprisal or retaliation for making a good faith complaint.



Policy Name: Financial Policy
Version Control: June 26, 2020
Ratification Date: July 8, 2020
Review Date: July 8, 2023

Financial Policy

PREAMBLE

The Ontario Curling Council is committed to fiscal responsibility, accountability and sustainability.

PURPOSE:

The purpose of this document is to guide the financial management practices of the OCC.

POLICY:

Application of this Policy

1. This Policy applies to those persons who implement and/or are responsible for OCC financial management, which may include employees, councillors, officers, committee members, etc.

Audit Committee

The Audit Committee will consist of the Secretary/Treasurer and two other councillors who will be appointed by the Council. The Audit Committee shall be chaired by the Secretary/Treasurer. The Administrative Coordinator and Manager of Programs and Operations will act as resources to the Audit Committee. The Audit Committee shall:

- a) Coordinate the Audit
- b) Recommend the audited financial statements to the Council for approval.
as per the Terms of Reference established by the Council.

Approval of Invoices

1. Upon receipt of an invoice, expense, etc., the Administrative Coordinator will obtain approval of the invoice prior to payment. Approval must be written. Email approval is acceptable, but all invoices must be clearly itemized.
2. All invoices must be approved by the Manager, Programs and Operations and either the Secretary/Treasurer or the Chair.
3. All invoices payable to the Manager, Programs and Operations must be approved by the Chair and the Secretary/Treasurer.
4. Invoices issued by the Ontario Curling Council must also be approved in writing by the Manager, Programs and Operations, email approval is acceptable.

Signing Authority – Invoices and Cheques

5. The Chair, Secretary/Treasurer, Administrative Coordinator and Manager of Programs and Operations will have signing authority for the OCC.
6. Cheques are to be signed by the Administrative Coordinator and either the Secretary Treasurer, Chair or the Manager of Programs and Operations.
7. The Administrative Coordinator, Secretary Treasurer, Chair or the Manager of Programs and Operations are not permitted to sign cheques addressed to themselves. Any cheque of \$10,000 or more must be signed by either the Chair or Secretary/Treasurer.
8. Direct deposit is permitted for payroll and approved expense payments and each deposit shall be approved by both the Administrative Coordinator and the Manager, Programs and Operations. Expense payments require written invoice approval as outlined in (1) above. Payroll amounts are based on Council approved salaries for each permanent employee and will be the same amount each pay period until a change in salary is approved.

Signing Authority – Other Documents

9. In the absence of any resolution to the contrary passed by the OCC, the deeds, contracts, securities, bonds and other document(s) requiring the signature of OCC will be signed by two (2) of the following: the Chair and one of either a Secretary/Treasurer, or Manager, Programs and Operations. The OCC may authorize other persons to sign on behalf of OCC.
10. Copies of all deeds, contracts, securities, bonds and other document(s) requiring the signature of OCC will be made available for review by the OCC if requested.

Participant Fees

11. The OCC will determine annual participant fees, as well as the time and method of payment of annual participant fees. Details of fees are outlined in the Membership Policy (OCC-010). Member Associations will be invoiced for dues once per year, on April 15, accompanied by a complete participant list.

Budget and Reports

12. The Manager of Programs and Operations in consultation with the Secretary/Treasurer and Administrative Coordinator will develop and the OCC will approve an annual budget which will contain the total anticipated expenditures and revenues for the OCC.
13. The actual costs for expenditures and revenues will be accounted for by the Manager, Programs and Operations and Treasurer and reported as compared to the budget.
14. The Administrative Coordinator will provide the OCC with a monthly statement, to include the revenues and expenditures of OCC in comparison with the approved annual budget, copies of

the Bank Statements and the Secretary/Treasurer will report on those statements at each meeting of the OCC.

15. The Secretary/Treasurer will, at the Annual General Meeting, present Financial Statements in accordance with applicable legislation.

Fiscal Year

16. The fiscal year of the OCC will be May 1st to April 30th, or such other period as the OCC may determine.

Revenue

17. All money received by the OCC will be placed into a general fund and will be used for all necessary and permitted purposes for the operation of the OCC.
18. All money received by the OCC will be deposited, in the name of the OCC, with a reputable financial institution.

Purchasing and Expenditures

19. The Manager, Programs and Operations will act as OCC's purchasing agent.
20. All non-budgeted expenditures in excess of \$1000 require approval by the OCC.
21. In the event of long term relationship agreements (ie insurance or audit) the Council may choose to go to tender for those contracts, three bids are recommended. This does not apply to expenditures made through grants.
22. All purchases will be supported with receipts and must be detailed to budget items, projects, or functions.
23. The OCC will reimburse expenses as set by the Manager of Programs and Operations.
24. Expense claim forms, with receipts, must be submitted to the Administrative Coordinator within 30 days of the meeting/activity.

Corporate Credit Cards

25. Corporate credit card(s) are to be used solely for OCC business in accordance with the approved annual budget and will be issued to:
 - a. Manager, Programs and Operations – Limit ten thousand dollars (\$10,000)
 - b. Administrative Coordinator – Limit ten thousand dollars (\$10,000)
 - Education Manager – South – Limit two thousand dollars (\$2,000).
26. Rewards points/benefits accumulated through use of the corporate credit card can only be used for Council business and expenditure of points/rewards must follow the same process as approval of Invoices.

Fund Transfer

27. The Administrative Coordinator is authorized to transfer funds between the OCC bank account and fixed income securities in order to improve return on assets while maintaining sufficient working capital. The Administrative Coordinator shall inform the Manager, Programs and Operations and the Secretary/Treasurer when the transfer of such funds has/will occur.

Accounts

28. Accounts receivable terms are net thirty (30) days from the date of invoice with the exception of per capita fees.
29. Accounts payable will be paid within the terms of supplier invoice. Where no terms are specified, accounts will be paid within thirty (30) days.

Unencumbered Surplus

30. The OCC will review the amount listed as unencumbered on an annual basis.

Entry or Registration Fees

31. Entry or Registration fee amounts will be posted on the OCC website.
32. The total fee to enter a competition or register for an event will consist of:
- a. An entry fee set by the OCC
 - b. A competitor's fee set by the Curling Canada as applicable including administration fee
 - c. HST
 - d. Other fees that may arise.

Refunds

33. OCC will grant full refunds if OCC run events are cancelled due to weather, insufficient registrations or OCC's inability to operate event as scheduled (i.e. staff illness, facility issues).
34. If a registrant wishes to unregister for an event once registered, fees will be refunded based on the schedule below:
- a) 0-7 days from event: No refund will be given failing a catastrophic injury or event in the registrant's life (subject to approval by the OCC staff responsible for the event).
 - b) 8-13 days from the event: OCC will refund 50% of the registration fee when the registration fee is \$50 or more. If the registration fee is less than \$50, OCC will charge a \$25.00 admin/financial transaction fee, and refund the balance.
 - c) 14+ days from the event: OCC will refund the full amount of the registration fee, less a \$25.00 admin/financial transaction fee.

Acknowledgements and Donations

35. On certain occasions, the OCC will present a gift to a member of the OCC or another person who supports the OCC's mission. Such acknowledgements will be determined on a case-by-case basis by the OCC.
36. On certain occasions, the OCC may make a donation in the OCC's name to honour an OCC member or to acknowledge the passing of an OCC member, a person who supported the OCC's mission, or a OCC member's family member. Such donations will be determined on a case-by-case basis by the OCC.

NSF Charges

37. OCC will charge a twenty-five dollar (\$25.00) charge on all NSF Cheques.

Replacement Cheques

38. Lost or missing cheques will not be re-issued until after the next applicable month end reconciliation has taken place.
39. Cheques that need to be replaced due to loss will be assessed a twenty-five dollar (\$25.00) administration fee.
40. Lost or missing cheques that have not been claimed by OCC's year-end will not be reissued.

Financial Reserves

41. A reserve will be maintained to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, and unanticipated loss in funding, or delay in grant payments or uninsured losses.
42. The surplus may also be used for one-time, nonrecurring expenses that will build long-term capacity, such as employee's development, research and development, or investment in infrastructure.
43. The surplus is not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. It is the intention of OCC for surplus to be used and replenished within a reasonably short period of time.
44. Surplus is to be maintained in a short term investment fund.

Journal Entries

45. All journal entries must be approved by the Manager of Programs and Operations with full documentation as to the reason for the journal entry.

Loans/Lines of Credit

46. The OCC will not borrow money except in exceptional circumstances and the OCCs ability to repay the loan is certain. Any loan agreement must be with an Canadian financial institution or accredited financially stable Canadian Association (ie Sport body) that is approved by the Council before being executed.



Policy Name: Health and Safety Policy
Version Control: April 29, 2020
Ratification Date: May 4, 2020
Review Date: May 4, 2023

Health and Safety Policy

PREAMBLE

The Ontario Curling Council (OCC) is committed to providing a safe workplace for all of its workers. We recognize that all workers have the right to work in a safe and healthy environment, consistent with the *Occupational Health and Safety Act* and any other applicable legislation.

DEFINITIONS

These words will have the following meanings in this policy:

- Employer:*** means, a person who employs one or more workers. This includes someone who contracts for a worker's services.
- Worker:*** means, a person who is paid to perform or supply services and volunteers.
- Workplace:*** means, any place where business or work-related activities are conducted. It includes but is not limited to, the Ontario Curling Council Office, work-related social functions, work assignments outside the Ontario Curling Council Office, work related travel, and work related conferences or training sessions
- OHSA:*** Occupational Health and Safety Act
- Provincial Sport Organization (PSO)** – Ontario Curling Council
- Member Associations (MA)** – Ontario Curling Association and Northern Ontario Curling Association. Collectively referred to as 'members.'

PURPOSE

This policy will outline the commitment to safety of the Ontario Curling Council to its workers and outline the procedures to be taken in the event of a health and safety event or incident.

POLICY

1. This policy applies to all workers of the OCC when they are conducting business on behalf of the OCC.
2. The Ontario Curling Council will comply with the Occupational Health and Safety Act.
3. The Ontario Curling Council will provide a safe and healthy work environment by eliminating or minimizing the hazards that can cause accidents or injuries.
4. The Ontario Curling Council will provide adequate training to address workplace hazards.
5. The Ontario Curling Council will ensure safety issues are addressed promptly.
6. The Ontario Curling Council will encourage the cooperation of its workers in putting good health and safety policy into practice.
7. The Ontario Curling Council shall ensure that each employee provides current emergency contact information to the Council for use in the event of employee accident or injury. That information shall be kept confidential by the Manager of Programs and Operations, the chair, the Secretary/Treasurer and the Administrative Coordinator. This information shall be provided on form SF-4 which can be found in the Concussion Guidelines Policy.

In Case of Injury

8. Employee Responsibilities:
 - a) Get First Aid Immediately if required
 - b) Tell the Manager, Programs and Operations or Chair about the injury as soon as possible
 - c) Complete "Incident Report" within 24 hours
 - d) Inform Manager, Programs and Operations or Chair as soon as possible if medical attention is sought following initial refusal
 - e) If outside medical attention is sought, complete a WSIB [eForm 6](#) Cooperate with any reporting and investigations of the incident.
 - f) Cooperate in the Early and Safe Return to Work plan for the worker.
9. Employer Responsibilities:
 - a) Ensure employee gets first aid if needed
 - b) Determine if immediate outside medical attention is necessary - call 911 or arrange and pay for transportation
 - c) Contact the employee's emergency contact person.
 - d) Ensure "Incident Report" is filed within 24 hours of the incident, and the Chair of Council is notified.
 - e) Determine if WSIB eForm 6 and [eForm 7](#) need to be completed
 - f) Provide copy of eForm 7 to employee and report to WSIB within 3 days of incident if;
 - I. Employee receives outside medical attention
 - II. Employee misses time from work after the day of incident
 - III. Employee receives less wages because of an injury/illness
 - g) Cooperate with any reporting and investigations of the incident.
 - h) Cooperate in the Early and Safe Return to Work plan for the worker.

Reporting

10. Any incident affecting the health and safety of any worker or representative of the Ontario Curling Council shall be documented on an Incident Report form within 24 hours of the incident.
11. Filing a Claim with WSIB
 - a) File the eForm 7 within 3 calendar days of incident report and provide employee with a copy
 - b) Submit a preliminary eForm 7 if all information is not available at time of submission deadline noting “inquiries continuing – further information to follow”
 - c) Attach a letter and/or other additional documentation if there are concerns or discrepancies
 - d) The WSIB must receive the complete accident report within 7 business days after employer learns of reporting obligation
12. Failure to comply with the OHSA may result in significant fines and possible jail time for both individuals and corporations.



Policy Name: Inclusion and Access
Version Control: April 29, 2020
Ratification Date: May 4, 2020
Review Date: May 4, 2023

Inclusion and Access Policy

PREAMBLE

The Ontario Curling Council is committed to ensuring that inclusion and access is incorporated across all activities of the organization. As the Provincial Sport Organization, the Council will work with Member Associations to develop programs and services for all participants in the sport of curling in accordance with existing Human Rights Legislation.

Sport is based on equity and access. Sport is welcoming and inclusive, offering an opportunity to participate without regard to age, gender, race, language, sexual orientation, disability, geography, or economic circumstances. Participants have access to sport opportunities that are appropriate to the level of activity chosen and provide opportunities for personal achievement.

DEFINITIONS

Under-represented populations of Ontario – includes women and girls, children in low income families, Indigenous people, people with disabilities, older Ontarians, newcomers to Canada and members of the lesbian, gay, bisexual, transgender, questioning, queer, intersex, pansexual, two-spirit (2S), androgynous and asexual (LGBTQQIP2SAA) communities.

Provincial Sport Organization (PSO) – Ontario Curling Council

Member Associations (MA) – Ontario Curling Association (CurlON) and Northern Ontario Curling Association (NOCA). Collectively referred to as ‘members.’

PURPOSE

The purpose of this policy is to clearly identify the Ontario Curling Council’s commitment to inclusion and access in all programs, services, and operations. Actions to be taken in the event of violation of this policy are addressed in the participant specific Code of Conduct policies.

POLICY

1. The policy of the Ontario Curling Council is to respect the rights, dignity, and work of every person and will treat everyone equally regardless of age, ability, gender, race, ethnicity, religious belief, sexuality or social/economic status.
2. The Ontario Curling Council will support inclusion and access for all participants in its programs, including population sectors that are identified by Sport Canada and Ontario as underrepresented populations. The achievement of equal opportunity is a key consideration when developing, updating or delivering programs and services.
3. The Ontario Curling Council is committed to opposing discriminatory behavior and promoting equity of opportunity.
4. The Ontario Curling Council will ensure that its governance structure encourages and promotes full and equitable participation and access.
5. The Ontario Curling Council is committed to everyone having the right to enjoy their sport in an environment free from threat of intimidation, harassment, and abuse.
6. The Ontario Curling Council will deal with any and all incidents of discriminatory behavior according to the Code of Conduct, Harassment and Ethics Policy.

RESOURCES

Canadian Sport Policy

<http://www.mtc.gov.on.ca/en/sport/sport/CSP-ComprehensiveVisionEN.pdf>

Charter of Rights and Freedoms

Ontario Human Rights Code

Ministry of Tourism Culture and Sport – Sports Recognition Policy

**Ontario Curling Council
Incident Report Form**

Use this form to report any workplace accident, injury, incident, close call or illness.
Return completed form to the Ontario Curling Council Chair.

This is documenting an:

☐ Lost Time/Injury ☐ First Aid ☐ Incident ☐ Close Call ☐ Observation

Details of person injured or involved (to be filled in by person injured / involved if possible)

Person Completing Report: _____ Date: _____

Person(s) Involved: _____

Event Details

Date of Event: _____ Location of Event: _____

Time of Event: _____ Witnesses: _____

Description of Events (Describe tasks being performed and sequence of events):

*If more space is required please attach additional paper.

Was event / injury caused by an unsafe act (activity or movement) or an unsafe condition (machinery or weather)? Please explain:

TO BE COMPLETED ONLY IF LOST TIME/INJURY OR FIRST AID WAS REQUIRED	
Type of injury sustained:	
Cause of lost time/ injury or first aid:	
Was medical treatment necessary?	Yes_____ No_____ If yes, name of hospital or physician:

Signature of Employee: _____ Date: _____

Signature of Chair: _____ Date: _____



Policy Name: Investigations Policy – Discrimination, Harassment, Abuse and Maltreatment
Version Control: June 26, 2020
Ratification Date: September 11, 2023
Review Date: Under Review, expiring September 11, 2024

Investigations Policy – Discrimination, Harassment, Abuse and Maltreatment

DEFINITIONS

1. The following terms have these meanings in this Policy:
 - a) “*Discipline Committee*” – The Discipline Committee will be established by the Ontario Curling Council (OCC). The Council will designate a Case Manager, an individual or individuals appointed by the Ontario Curling Council to be the first point-of-contact for all discipline and complaint matters reported to Ontario Curling Council in accordance with the *Discipline and Complaints Policy*
 - b) “*Case Manager*” – An individual appointed by the Ontario Curling Council to administer certain complaints under the *Discipline and Complaints Policy*. The Case Manager does not need to be a member of or affiliated with Ontario Curling Council.
 - c) “*Individuals*” – All categories of membership defined in Ontario Curling Council’s Bylaws, as well as all individuals employed by, or engaged in activities with Ontario Curling Council including, but not limited to, volunteers, managers, administrators, committee members, and Councillors and Officers of Ontario Curling Council
2. The following terms have the meanings as defined in the Ontario Curling Council’s *Code of Conduct and Ethics*:
 - a) Harassment
 - b) Discrimination
 - c) Workplace Harassment
 - d) Sexual Harassment
 - e) Workplace Violence
3. The term ‘Abuse’ has the meaning as defined in Ontario Curling Council’s *Abuse Policy*.

PURPOSE

4. Ontario Curling Council is committed to eliminating all instances of Discrimination, Harassment, Workplace Harassment, Workplace Violence, Sexual Harassment, and Abuse within its operations and activities. This Policy describes how Individuals can report instances of Discrimination, Harassment, Workplace Harassment, Workplace Violence, Sexual Harassment, Abuse and Maltreatment and how Ontario Curling Council will investigate those reports.

DETERMINATION AND DISCLOSURE

5. When a complaint is submitted in accordance with Ontario Curling Council's *Discipline and Complaints Policy*, the Discipline Committee will determine if such complaint is related to an instance of Discrimination, Harassment, Workplace Harassment, Workplace Violence, Sexual Harassment, Abuse or Maltreatment.
6. Ontario Curling Council will adhere to all disclosure and reporting responsibilities required by any government entity, local police force, or child protection agency.

INVESTIGATION

7. Complaints that are determined to contain an element of Discrimination, Harassment, Workplace Harassment, Workplace Violence, Sexual Harassment, Abuse and Maltreatment will continue to be addressed by the process(es) described in the *Discipline and Complaints Policy*. However, the Discipline Committee or Case Manager may also appoint an Investigator to investigate the allegations.
8. If an Investigator is appointed, the Investigator must be an independent third-party skilled in investigating claims of harassment. The Investigator must not be in a conflict of interest situation and should have no connection to either party.
9. Federal and/or Provincial legislation related to Workplace Harassment may apply to the investigation if Harassment was directed toward a worker in a Workplace. The Investigator should review workplace safety legislation and/or consult independent experts to determine whether legislation applies to the complaint.
10. The investigation may take any form as decided by the Investigator, guided by any applicable Federal and/or Provincial legislation. The investigation may include:
 - a) Complainant interviewed;
 - b) Witnesses interviewed;
 - c) Statement of facts (complainant's perspective) prepared by Investigator and acknowledged by Complainant;
 - d) Statement delivered to Respondent;
 - e) Respondent interviewed;
 - f) Witnesses interviewed; and

- g) Statement of facts (respondent's perspective) prepared by Investigator and acknowledged by Respondent.

INVESTIGATOR'S REPORT

- 11. In accordance with the timelines determined by the Discipline Committee or Case Manager, who may modify the timelines as described in the *Discipline and Complaints Policy*, the Investigator will prepare and submit a Report.
- 12. The Investigator's Report should include a summary of evidence from the parties (including both statements of facts, if applicable) and recommendations from the Investigator of whether or not, on a balance of probabilities, an incident occurred that could be considered Discrimination, Harassment, Workplace Harassment, Workplace Violence, Sexual Harassment, Abuse or Maltreatment.
- 13. The Investigator's Report will be provided to the parties with the names and identifying details of any witnesses redacted. The provision of the Investigator's Report is conditional on the parties not distributing the Report to any third party without the written permission of Ontario Curling Council.
- 14. Should the Investigator find that there are possible instances of offence under the *Criminal Code*, particularly related to Criminal Harassment (or Stalking), Uttering Threats, Assault, Sexual Interference, or Sexual Exploitation, the Investigator shall advise the Complainant to refer the matter to police. The Investigator will further inform Ontario Curling Council that the matter should be directed to the police.
- 15. The Investigator must also inform Ontario Curling Council of any findings of criminal activity. Ontario Curling Council may decide whether to report such findings to police but is required to inform police if there are findings related to the trafficking of doping drugs or materials, any sexual crime involving minors, fraud against Ontario Curling Council, or other offences where the lack of reporting would bring Ontario Curling Council's reputation into disrepute.
- 16. The Discipline Committee, Case Manager or the Discipline Panel, as applicable, shall consider the Investigator's Report, in addition to submissions from the parties, prior to deciding on the complaint.

REPRISAL AND RETALIATION

- 17. An individual who submits a complaint to Ontario Curling Council, or who gives evidence in an investigation, may not be subject to reprisal or retaliation from any individual or group. Should anyone who participates in the process face reprisal or retaliation, that individual will have cause to submit a complaint.

FALSE ALLEGATIONS

18. An individual who submits allegations that the Investigator determines to be false or without merit may be subject to a complaint pursuant to Ontario Curling Council's *Discipline and Complaints Policy*. In such circumstances, Ontario Curling Council or the individual against whom the false allegations were submitted may act as the Complainant.

CONFIDENTIALITY

19. The information obtained about an incident or complaint (including identifying information about any individuals involved) will remain confidential, unless disclosure is necessary for the purpose of investigating or taking corrective action or is otherwise required by law.
20. The Investigator will make every effort to preserve the confidentiality of the complainant, respondent, and any other party. However, Ontario Curling Council recognizes that maintaining anonymity of any party may be difficult for the Investigator during the investigation.



Policy Name: Membership Policy
Version Control: June 19, 2023
Ratification Date: June 26, 2023
Review Date: June 25, 2026

Membership Policy

PREAMBLE

The Ontario Curling Council (OCC) is the Provincial Sport Organization (PSO) for Curling in Ontario as recognized by the Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI). The OCC represents its Members, the Ontario Curling Association (CurlON) and the Northern Ontario Curling Association (NOCA). Curling clubs (member clubs) in turn belong to one of the two Members of the OCC. Individuals (participants or members) participating in curling do so through membership in a local curling club.

The OCC and its Members represent a diverse group of curling participants. Participants come from across the province, including rural and urban facilities. Participants are competitive curlers and grass roots curlers of all ages, abilities, backgrounds, coaches, ice technicians and officials. Volunteers also play a vital role in the sport of curling in Ontario.

The OCC, through its members, also organizes and operates a championship system for U15 (Youth under age 15), U18 (Youth under age 18), U20 (Youth under age 20), Men's, Women's, Mixed, Mixed Doubles, Seniors (aged 50 and older), Masters (aged 60 and older) and Wheelchair athletes. With the exception of U15, each of these championships lead to a Canadian (National) championship.

PURPOSE

This policy defines the categories of participants, related programs and services provided for those participants and participant fees.

DEFINITIONS

Provincial Sport Organization (PSO):

A provincial governing sport body recognized by the Ministry of Heritage, Sport, Tourism and Culture Industries. (MHSTCI). The MHSTCI provides sport funding to the PSO.

Participant:

- a) is an individual who is serviced on an ongoing basis through an Ontario Curling Council or Member delivered program, service or activity and pays a membership fee. ("Ongoing basis" means a deliverable provided, or benefit given to members, at regular and multiple intervals. This excludes a one-time event or competition, and the services, benefits or activities that are mandatory requirements of the Ministry's Sport Recognition Policy (i.e. rules; insurance; competition guidelines; Annual General Meetings; communication, including website access; risk management policies; etc.),
OR;
- b) Individuals that paid a fee to register with Ontario Curling Council or a Member, but do not meet the definition in part (a) above
OR;
- c) Athletes that did not pay a membership fee to the Ontario Curling Council but are registered with a member club or affiliated league, organization, club and/or association (as defined in part (a) above).

Long Term Athlete Development Model (LTAD):

A systematic framework for curling which identifies optimal training, competition and recovery principles and practices for our athletes through sequential stages from childhood through to adulthood. It recognizes there are three distinct streams in curling – the lifetime recreational sport, competitive and performance. Curling refers to their LTAD Model as the [Long Term Curling Development Framework](#).

Volunteer:

Is an individual who freely gives of their time to undertake a task within an Ontario Curling Council or Member delivered program, service or activity.

POLICY

1. **Categories** – The Corporation has one Membership Class.
2. **Composition of Members** - The Corporation shall be composed of the following members:
 - a) Northern Ontario Curling Association (NOCA), and
 - b) Ontario Curling Association (CurlON).
3. **Participants** - Participant groups include Athlete, Coach, Official, and Ice Technicians. Individuals may be members of more than one participant group.
 - a) **Athlete**
Athletes may be considered (but are not limited to) recreational or competitive.

Recreational Curlers

LTAD Stage	Commonly Used Curling Terminology	Description
FUNDamentals	Elementary School Curler Little Rockers	Elementary school aged curlers who join the club to participate in programs designed for athletes of their age and stage of development
Learning to Train Active for Life	Club Curlers	Members of any age, stage, or ability of development who join and play within the club or interclub leagues

Competitive Curlers

LTAD Stage	Commonly Used Curling Terminology	Description
Training to Train	U20, U18, U15 High School Curler	Each age and stage of development may vary depending upon the age the athlete entered the sport.
Learning/Training to Compete	U20 University/College Curler	
Learning/Training to Excel	Men's, Women's and Mixed Curler Doubles Curler Senior Curler Master's Curler Wheelchair Curler	

b) Coach

The OCC recognizes coaches from the Competency-Based NCCP System

- Club Coach – Youth
- Club Coach
- Competition Introduction Coach
- Competition Development Coach
- Canada Winter Games Professional Development Training
- Advanced Coaching Diploma
- Level 4/5 Certified Coach

c) Official

- Timekeepers
- Level 1
- Level 2
- Level 3
- Level 4

d) Ice Technicians

- Assistant Curling Ice Technician, Curling Ice Technician, Championship Curling Ice Technician

4. Services, Benefits and Activities

The Ontario Curling Council, through collaboration with its Members, makes available programs and services that provide benefits to participants.

These services, benefits and activities may include but are not limited to;

a) Athlete Development:

- Skill Awards Program
- Hit Draw Tap
- U20 Curling Camps
- High Performance Camps
- High Performance Support Services
- High Performance Centre (Mobile)
- Access to Expert Support – Mental Performance Trainers, Fitness Trainers, Nutritionists
- Learn to Curl Clinics
- Clinic Team Services
- Youth Challenges/U15 Triples
- Development Camps
- Quest for Gold Athlete Assistance Program (where required by the MHSTCI)
- Next Gen Program

b) Coach Development

- National Coaching Certification Program Workshops
 - Club Coach: Youth
 - Club Coach
 - Competition Coach
- Professional Development Opportunities may include and are not limited to:
 - In person training
 - Webinars/virtual training
- Coach Developer Training, Certification and Professional Development
- Adult Learn to Curl Train the Trainer Programs

c) Competitions

- Each Member offers a variety of provincially sanctioned competitions which contribute to the meaningful development of our athletes and provide access to compete in national events
- Competitive Events are available for all ages/stages of the LTAD and for athletes with a disability
- Province wide competitions will be operated by the Ontario Curling Council (Ontario Winter Games, ParaSport Winter Games, Canada Winter Games)

d) Officials Training

- Timekeeper Training
- Level 1 Official Training
- Level 2 Official Training

e) Ice Technician Training

- Assistant Curling Ice Technician
- Curling Ice Technician
- Championship Curling Ice Technician (offered by Curling Canada)

f) Other

- Access to programs funded by the MHSTCI
- Application support when applying for Provincial Grants
- Website Access

5. Fees

The OCC shall collect a membership fee from its Members (CurlION and NOCA) annually. The fee shall be calculated annually based on the previous year's Member participation numbers at a rate of \$3.00/participant.

On behalf of the OCC, Members will also collect an additional \$5.00/athlete/competition from athletes competing in any sanctioned competition leading to a national championship to subsidize high performance programming in the province.

6. Volunteer

Volunteer opportunities exist within Ontario Curling Council or Member delivered programs, services and activities. Including but not limited to;

- Ontario Curling Council – Councillors
- NOCA – Board of Directors
- CurlION – Board of Directors
- Ad-hoc Committee Participants
- Event organization and delivery

Volunteers will not be charged a participant fee. Fees may be charged for benefits to volunteers (Event admission, Event clothing).



Policy Name: Privacy Policy
Version Control: April 29, 2020
Ratification Date: May 4, 2020
Review Date: May 4, 2023

Privacy Policy

PREAMBLE

Privacy of personal information is governed by the Personal Information Protection and Electronics Documents Act ("PIPEDA"). This policy is based on the standards required by PIPEDA, and the Ontario Curling Council (OCC) interpretation of these responsibilities.

DEFINITIONS

The following terms have these meanings in this Policy:

Act: Personal Information Protection and Electronic Documents Act.

Commercial Activity: any particular transaction, act or conduct that is of a commercial character.

Personal Information: any information about an identifiable individual including information that relates to their personal characteristics including, but not limited to, gender, age, income, social insurance number, home address or phone number, athletic testing and results, email, ethnic background, family status, health history and health conditions.

Representatives: Members, Councillors, officers, employees, committee members, officials, athletes, coaches, volunteers, administrators, donors, contractors and all other participants within the OCC's programs and services.

PURPOSE

The purpose of this policy is to govern the collection, use and disclosure of personal information in the course of commercial activities in a manner that recognizes the right of privacy of individuals with respect to their personal information and the need of OCC to collect, use or disclose personal information.

POLICY

1. Statutory Obligations – OCC is governed by the Personal Information Protection and Electronic Documents Act in matters involving the collection, use and disclosure of personal information.
2. Additional Obligations – In addition to fulfilling all requirements of the Act, the OCC will:

- a) Not disclose personal information to a third party during any business or transaction unless such business, transaction or other interest is properly consented to in accordance with this Policy;
 - b) Not knowingly place themselves in a position where they are under obligation to any organization to disclose personal information;
 - c) In the performance of their official duties, not disclose personal information to family members, friends or colleagues, or to organizations in which their family members, friends or colleagues have an interest;
 - d) Not derive personal benefit from personal information that they have acquired during the course of fulfilling their duties with the OCC; and
 - e) Not accept any gift or favor that could be construed as being given in anticipation of, or in recognition for, the disclosure of personal information.
3. Ruling on Policy – Except as provided in the Act, the OCC's Privacy Officer will have the authority to interpret any provision of this Policy that is contradictory, ambiguous, or unclear.

Accountability

4. Privacy Officer – the privacy officer for the OCC is the Manager, Programs and Operations, who is responsible for the implementation of this policy, monitoring information collection and data security and ensuring that all employees receive appropriate training on privacy issues and their responsibilities. The Privacy Officer also handles personal information access requests and complaints. The Privacy Officer may be contacted at the following address:

Ontario Curling Council
P.O. Box 14527
Bayly St.
Ajax, ON
L1S 7L4
P: 905-831-3699

5. Duties – The Privacy Officer will:
- a) Implement procedures to protect personal information;
 - b) Establish procedures to receive and respond to complaints and inquiries;
 - c) Ensure any third party providers abide by this policy; and
 - d) Train and communicate to staff information about the OCC's policies and practices.
6. Employees – The OCC will be responsible to ensure that its employees, contractors, agents, or otherwise are compliant with the Act and this Policy.

Identifying Purposes

7. Purpose – Personal information may be collected from Representatives and prospective Representatives and will only be used to meet and maintain the highest standards related to the organization and programming of curling. The OCC will use personal information for purposes that include, but are not limited to, the following:

- a) Ensuring¹ the provision of high quality products and/or services.
 - b) Providing communications from OCC and their sponsors in regards to E-news, e-mails, bulletins, donation requests, invoices, notifications, merchandise sales, newsletters, programs, events and activities.
 - c) Establishment and management of trust funds and distribution of honorariums.
 - d) Database entry at the Coaching Association of Canada to determine level of coaching certification and qualifications.
 - e) Coach selection.
 - f) Database entry to determine level of officiating and ice technician certification and qualifications.
 - g) Determination of eligibility, age group and appropriate level of play/competition.
 - h) Implementation of OCC's screening program.
 - i) Implementation of anti-doping policies and drug testing.
 - j) Promotions, sale of merchandise and financial transactions*.
 - k) Medical emergency.
 - l) Award nominations.
 - m) Biographical information.
 - n) Competition and OCC registration.
 - o) Outfitting uniforms, monitoring eligibility, arranging travel and various components of athlete and team selection.
 - p) Technical monitoring, officials training, educational purposes, media publications, and sport promotion.
 - q) Purchasing equipment, manuals, resources and other products and/or services.
 - r) Publishing articles, media relations and posting on the OCC's website, publications, displays or posters.
 - s) Determination of membership demographics and program wants and needs.
 - t) Managing payroll, health benefits, insurance claims or insurance investigations.
 - u) Other purposes deemed necessary by the OCC's Privacy Officer while in compliance with the Act.
8. Purposes not identified – The OCC will seek consent from individuals when personal information is used for commercial purpose not identified herein or previously identified. This consent will be documented as to when and how it was received.
 9. User ID and/or Password – A Representative or potential Representative is solely responsible for any User ID and/or password to access the OCC website and will not disclose their User ID or password to any third party. Upon such disclosure, the Representative or potential Representative will be solely responsible for the actions resulting from the disclosure.
 10. Cookies – In order for the OCC to ensure its website is well managed and to facilitate improved navigation, the OCC may use cookies (small text files stored in a Representative's or potential Representative's browser) or web beacons (electronic images that allow the OCC website to count visitors who have accessed a particular page and to access certain cookies) to collect aggregate data. Aggregate data may include IP address, domain, browser type and pages visited. Cookies or web beacons used by the OCC do not collect any personal information such as name,

^{1*}Financial information, for example credit card numbers, will not be maintained by the OCC and will be deleted upon completion of the applicable financial transaction.

address or email address. Representatives and potential Representatives may have web browsers which permit the user to decline cookies, however, under specific circumstances; the OCC website may deny access to some part of its website if the browser is set to decline cookies.\

11. Social Media User Agreement and Terms of Use – In addition to the requirements and information provided within this Policy, Representatives and Potential Representatives accessing the OCC website and/or social media platforms are also subject to the terms and conditions of the OCC Social Media User Agreement and Terms of Use.

Consent

12. Consent – The OCC will obtain consent by lawful means from individuals at the time of collection and prior to the use or disclosure of the applicable personal information. The OCC may collect personal information without consent where reasonable to do so and where permitted by law.
13. Implied Consent – By providing personal information to the OCC in any format, including but not limited to email, personal correspondence, letter or via registration, individuals are consenting to the use of the information for the purposes identified in this policy.
14. Withdrawal – An individual may withdraw consent in writing to the collection, use or disclosure of personal information at any time, subject to legal or contractual restrictions. The OCC will inform the individual of the implications of such withdrawal.
15. Legal Guardians – Consent will not be obtained from individuals who are minors, seriously ill, or mentally incapacitated and therefore will be obtained from a parent, legal guardian or person having power of attorney.
16. Exceptions for Collection – The OCC is not required to obtain consent for the collection of personal information if:
 - a) It is clearly in the individual's interests and consent is not available in a timely way;
 - b) Knowledge and consent would compromise the availability or accuracy of the information and collection is required to investigate a breach of an agreement or contravention of a federal or provincial law;
 - c) The information is for journalistic, artistic or literary purposes; or
 - d) The information is publicly available as specified in the Act.
17. Exceptions for Use – The OCC may use personal information without the individual's knowledge or consent only:
 - a) If the OCC has reasonable grounds to believe the information could be useful when investigating a contravention of a federal, provincial or foreign law and the information is used for that investigation;
 - b) For an emergency that threatens an individual's life, health or security;
 - c) For statistical or scholarly study or research;
 - d) If it is publicly available as specified in the Act;
 - e) If the use is clearly in the individual's interest and consent is not available in a timely way; or
 - f) If knowledge and consent would compromise the availability or accuracy of the information and collection was required to investigate a breach of an agreement or contravention of a federal or provincial law.
18. Exceptions for Disclosure – The OCC may disclose personal information without the individual's knowledge or consent only:
 - a) To a lawyer representing the OCC;
 - b) To collect a debt the individual owes to the OCC;

- c) To comply with a subpoena, a warrant or an order made by a court or other body with appropriate jurisdiction;
- d) To a government institution that has requested the information, identified its lawful authority, and indicated that disclosure is for the purpose of enforcing, carrying out an investigation, or gathering intelligence relating to any federal, provincial or foreign law; or that suspects that the information relates to national security or the conduct of international affairs; or is for the purpose of administering any federal or provincial law;
- e) To an investigative body named in the Act or government institution on OCC's initiative when OCC believes the information concerns a breach of an agreement, or a contravention of a federal, provincial, or foreign law, or suspects the information relates to national security or the conduct of international affairs;
- f) To an investigative body for the purposes related to the investigation of a breach of an agreement or a contravention of a federal or provincial law;
- g) In an emergency threatening an individual's life, health, or security (OCC must inform the individual of the disclosure);
- h) For statistical, scholarly study or research;
- i) To an archival institution;
- j) 20 years after the individual's death or 100 years after the record was created;
- k) If it is publicly available as specified in the regulations; or
- l) If otherwise required by law.

Limiting Collection, Use, Disclosure and Retention

- 19. Limiting Collection, Use and Disclosure – The OCC will not collect, use or disclose personal information indiscriminately. Information collected will be for the purposes specified in Article 3.1, except with the consent of the individual or as required by law.
- 20. Retention Periods – Personal information will be retained as long as reasonably necessary to enable participation in the OCC, to maintain accurate historical records and or as may be required by law.
- 21. Destruction of Information – Documents will be destroyed by way of shredding and electronic files will be deleted in their entirety.

Safeguards

- 22. Safeguards – Personal information will be protected by security safeguards appropriate to the sensitivity of the information against loss or theft, unauthorized access, disclosure, copying, use or modification.

Individual Access

- 23. Access – Upon written request, and with assistance from the OCC, an individual may be informed of the existence, use and disclosure of his or her personal information and will be given access to that information. As well, an individual is entitled to be informed of the source of the personal information along with an account of third parties to whom the information has been disclosed.
- 24. Response – Requested information will be disclosed to the individual within 30 days of receipt of the written request at no cost to the individual, or at nominal costs relating to photocopying expenses, unless there are reasonable grounds to extend the time limit.
- 25. Denial – An individual may be denied access to his or her personal information if:
 - a) This information is prohibitively costly to provide;

- b) The information contains references to other individuals;
 - c) The information cannot be disclosed for legal, security or commercial proprietary purposes;
 - d) The information is subject to solicitor-client or litigation privilege.
26. Reasons – Upon refusal, the OCC will inform the individual the reasons for the refusal and the associated provisions of PIPEDA.
27. Identity – Sufficient information will be required to confirm an individual's identity prior to providing that individual an account of the existence, use, and disclosure of personal information.

Challenging Compliance

28. Challenges – An individual will be able to challenge compliance with this Policy and the Act to the designated Privacy Officer.
29. Procedures – Upon receipt of a complaint the OCC will:
- a) Record the date the complaint is received;
 - b) Notify the Privacy Officer who will serve in a neutral, unbiased capacity to resolve the complaint;
 - c) Acknowledge receipt of the complaint by way of telephone conversation and clarify the nature of the complaint;
 - d) Appoint an investigator using OCC personnel or an independent investigator, who will have the skills necessary to conduct a fair and impartial investigation and will have unfettered access to all related files and personnel.
 - e) Upon completion of the investigation, the investigator will submit a written report to OCC.
 - f) Notify the complainant the outcome of the investigation and any relevant steps taken to rectify the complaint, including any amendments to policies and procedures.

Applicable Law

30. Applicable Law – The laws of the province of Ontario will govern.



Policy Name: Records Retention Policy
Version Control: July 29, 2020
Ratification Date: July 30, 2020
Review Date: July 30, 2023

Records Retention Policy

Purpose

1. The purpose of this Policy is to describe which records and documents must be maintained by the Ontario Curling Council (OCC) and for what length of time.

Scope and Application

2. Organizations are required, by law, to keep certain documents and records. Other records should be kept by a prudent organization even if there is no legal requirement. Records must be kept for a different length of time depending on the legislation.

Storage

3. Records should be stored at the OCC's registered office in a safe and secure location. Records can also be retained electronically with appropriate security (ie password protected devices) and back-ups (ie Cloud storage and hard drive).

Documents and Records (Incorporation)

4. The following documents and records must be kept indefinitely as a requirement of the *Ontario Corporations Act* (the incorporation legislation with which the OCC must comply):

RECORD	REQUIRED BY
Articles, Bylaws, and any amendments	<i>Ontario Corporations Act</i>
Minutes from any meeting of Members or any committee of Members	<i>Ontario Corporations Act</i>
Resolutions from the Members and any committee of Members	<i>Ontario Corporations Act</i>
Debt obligations issued by the Corporation	<i>Ontario Corporations Act</i>

Minutes from any meeting of Councillors or any committee of Councillors	<i>Ontario Corporations Act</i>
Resolutions from the Councillors and any committee of Councillors	<i>Ontario Corporations Act</i>
Register of Councillors	<i>Ontario Corporations Act</i>
Register of Officers	<i>Ontario Corporations Act</i>
Register of Members	<i>Ontario Corporations Act</i>
Accounting records adequate to enable the Councillors to ascertain the financial position of the organization with reasonable accuracy on a quarterly basis	<i>Ontario Corporations Act</i>

5. The *Ontario Corporations Act* is not specific about the length of time records must be kept for anything except for accounting records. However, the OCC should retain all important records indefinitely.

Registers

6. The register of Councillors and the register of Officers must contain the following information:
- Name
 - Residential Address
 - Email address (if the Councillor or Officer has consented to receiving information or documents electronically)
 - The date the individual became a Councillor or Officer and, if applicable, the date the individual ceased being a Councillor or Officer
7. The register of Members must contain the following information:
- Name
 - Organizational Address
 - Email address (if the Member has consented to receiving information or documents electronically)
 - The date the individual or organization became a Member and, if applicable, the date the individual or organization ceased being a Member
 - The class or group of membership, if applicable

Documents and Records (Canada Revenue Agency)

8. The following documents and records must be kept as a requirement of the Canada Revenue Agency:

RECORD	REQUIRED BY
Cheques – cancelled	Canada Revenue Agency
Cheque stubs	Canada Revenue Agency

Bank statements	Canada Revenue Agency
Invoices (internal)	Canada Revenue Agency
Bills (accounts payable)	Canada Revenue Agency
Bank reconciliations	Canada Revenue Agency
Deposits	Canada Revenue Agency
Deposit books	Canada Revenue Agency
Annual financial statements	Canada Revenue Agency
Monthly financial statements	Canada Revenue Agency
Local financial statements	Canada Revenue Agency
RRSP information	Canada Revenue Agency
Payroll records and invoices	Canada Revenue Agency
Investment statements	Canada Revenue Agency
Tax receipt copies	Canada Revenue Agency
General ledger	Canada Revenue Agency (indefinite)
Records of endowment donations	Canada Revenue Agency (indefinite)
Documents around long-term acquisitions	Canada Revenue Agency (indefinite)
Liability insurance policies	Canada Revenue Agency (indefinite)

9. Unless noted, the records described above must be kept for a minimum of six full years from the end of the fiscal year for which they relate.

Employment Records

10. OCC has its registered office in the Province of Ontario. Individuals employed in Ontario are subject to the *Employment Standards Act, 2000*, as amended. Employers in Ontario are required to keep the following records about employees for at least three years after their last date of employment:
- Name
 - Address
 - Date of Birth
 - Offer of Employment
 - Date that the present period of employment started
 - Regular and overtime hours of work

- g) Wage rate and overtime rate
- h) Earnings paid showing separately each component of the earnings for each pay period
- i) Deductions from earnings and the reason for each deduction
- j) Time off instead of overtime pay provided and taken
- k) Date on which a general holiday is taken
- l) Each annual vacation, showing the date it started and finished and the period of employment in which the annual vacation was earned
- m) The wage rate and overtime rate when employment starts, the date of any change to wage rates or overtime rates, and particulars of every change to them
- n) Copies of documentation relating to a leave (if applicable)
- o) Copies of overtime agreements
- p) Copies of hours of work averaging agreements
- q) Copies of parental consents (if applicable)
- r) Copies of agreements related to termination pay
- s) Copies of permits issued under the Code and the regulations
- t) Copies of exemptions or variances issued by the Minister
- u) Any other information required by the Code's regulations
- v) Copies of any layoff notices or recall notice after a temporary layoff
- w) Copies of any termination notice

Documents and Records (Other)

11. Per OCC's policies, the following documents and records should also be kept for a minimum of:

RECORD	REQUIRED BY	LENGTH
Conflict of Interest Declaration Forms	Conflict of Interest Policy	Duration of employment/service
Complaint and appeal decisions	Discipline and Complaints Policy, Appeal Policy	Indefinitely
Screening Disclosure Forms	Screening Policy	Three years
Screening Renewal Forms	Screening Policy	One year
Police Records Checks	Screening Policy	Three years
Vulnerable Sector Checks	Screening Policy	Three years
Volunteer Agreements		Duration of service
Registration forms		Five Years
Assumption of Risk forms/Participation Agreements		Two Years

Incident Reports and Return to Play Forms, other Personal Information as required	Concussion Policy	Three Years
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Policy Name: Reciprocity Policy
Version Control: May 11, 2022
Ratification Date: May 18, 2022
Review Date: May 18, 2025

Reciprocity Policy

Purpose

1. The purpose of this Policy is to ensure national enforcement and recognition of all serious disciplinary sanctions, as **defined in the Universal Code of Conduct to Prevent and Address Maltreatment in Sport** (<https://sirc.ca/safesport/policies-practices/>), applied by Curling Canada, its Provincial and Territorial Member Associations, and affiliated Clubs.
2. The Ontario Curling Council recognizes the importance of safe sport for all Individuals* in the sport of Curling throughout the country.
3. This Policy applies to Curling Canada, Member Associations (including Ontario Curling Council), and affiliated Clubs.

Responsibilities

4. Curling Canada will:
 - a) Provide copies of discipline and appeal decisions to all Member Associations and, either through them, or directly to the Club(s) affected or impacted by the decision
 - b) For discipline decisions provided to Curling Canada by a Member Association or by a Club, determine per Curling Canada's *Discipline and Complaints Policy* whether to initiate further action against the individual(s) named in the decision
 - c) To the greatest extent permitted by its policies, recognize and enforce the disciplinary sanctions imposed by a Member Association or Club.
5. Member Associations (including Ontario Curling Council) will:
 - a) Provide copies of discipline and appeal decisions involving individuals to Curling Canada and to the Club(s) affected or impacted by the decision
 - b) Recognize and enforce any decision made against an individual by Curling Canada,

another Member Association, or a Club. For example, a Member Association will respect the suspension of an individual issued by another Member Association.

- c) For discipline decisions provided to a Member Association or Club by Curling Canada, determine per its own policies whether to initiate further action against the individual(s) named in the decision, when the Member Association has jurisdiction
- d) Update their governing documents to reference the reciprocation procedures described herein

6. Clubs will:

- a) Provide copies of discipline and appeal decisions involving individuals to Curling Canada and to the Member Association with which the Club is affiliated.
- b) Recognize and enforce any decision made against an individual by Curling Canada, another Member Association, or a Club. For example, a Club will respect the suspension of an individual issued by another Club.
- c) For discipline decisions provided to a Club by Curling Canada or by a Member Association, determine, per its own policies whether to initiate further action against the individual(s) named in the decision, when the Club has jurisdiction
- d) Update their governing documents to reference the reciprocation procedures described herein



Policy Name: Risk Management Policy
Version Control: February 24, 2021
Ratification Date: March 7, 2021
Review Date: March 7, 2024

Risk Management Policy

POLICY

The Ontario Curling Council shall engage in formal risk assessment and mitigation planning in a document referred to as Risk Registry (Appendix A) to be included as part of the Strategic Plan and Operational Plan. Every board meeting will include a report on the risk registry and an opportunity to update the document contents.

The Ontario Curling Council (OCC) will maintain a current manual of policies and procedures subject to scheduled reviews. This policy applies to the Manager, Programs and Operations, all staff, and the organization's Councillors.

PURPOSE

The aim of this policy is to provide a guiding statement on how risk management is to be performed within OCC. In general, we view risk management as a comprehensive approach to improving organizational performance. This policy has other purposes as well, namely:

- Reinforcing an understanding of risk management as having a broad focus, beyond merely preventing lawsuits and financial losses.
- Performing an educational function for staff, Councillors, and partners; Over the longer term, contributing to enhancing a 'risk management culture' within OCC.

Ultimately, successful risk management has the following benefits for OCC:

- Prevents or limits injury or losses to OCC and affiliates.
- Helps to protect the OCC and affiliates against litigation.
- Ensures that OCC is compliant with all applicable laws, regulations, and standards.
- Improves the quality and relevance of the programs and services that OCC provides to its members, participants, partners, and sponsors.
- Promotes improved business management and human resource management practices.
- Protects and enhances OCC's brand, reputation, and image.
- Overall, enhances OCC's ability to achieve its strategic objectives.

PREAMBLE

A LEARNING CULTURE

Much as we expect athletes to learn from mistakes and apply these lessons to improve their performance, so too can organizational leaders adopt a learning orientation. Mistakes will happen. The key is to manage the uncertainty that our current environment brings by adopting a values-based risk management approach to our work. It is important to emphasize that only leaders can create and reinforce a culture that counteracts the 'blame game' and makes people feel more comfortable living with and learning from mistakes. This is how we improve as individuals and as an organization. The following principles have been adopted by our Council to guide our approach to managing risk and to create the kind of culture required to thrive in a complex and ever-changing environment.

Key principles:

1. **Decide what success and failure look like before launching an initiative** - Encouraging staff and volunteers to map out what they hope to accomplish and what they want to avoid before embarking on a new project is a critical aspect of creating a learning culture. This will help avoid misunderstandings and create a shared understanding of what success looks like.
2. **Convert assumptions into knowledge** - People often take assumptions for granted and base decisions on these perspectives without acknowledging them or being open to having them challenged. When embarking on new tasks, understand that many initial assumptions may be wrong. Often, the only way to arrive at better ones is to try things out, make assumptions explicit, and share them with colleagues and friends. Encourage people to revisit them as new information emerges. This approach helps avoid the risk of gravitating towards information that confirms what is already believed ... a concept called 'confirmation bias'.
3. **Apply what is learned fast** - Acknowledge that mistakes will happen and embrace the learning opportunity that this presents. Quick, decisive mistakes have some upsides to them. They save us time, money, and energy when we control the environment and are not engrained into one way of doing something.
4. **Limit the uncertainty in our environment** - Do this by implementing risk management processes at all levels of the organization. Examine what we can, make informed decisions, course correct when possible, and share our experiences with others. This helps us learn, grow, and reduce the risk presented by the unknown.
5. **We educate and train our people** - We are committed to provide our people with knowledge they need to make the best possible decisions. In our case, we believe that the risk management process increases the effectiveness of our collective decision-making by embedding a consistent approach throughout our organization. We also believe in using our values to guide our decisions and influence our actions. The two combine into a powerful asset that we believe helps us create a strong, vibrant culture.
6. **Communicate what we learn** - Share what we learn and seek out the insights of others who can help make better decisions. Use multiple communications channels to strategically inform our partners, members, athletes, coaches, officials, and supporters so they too can benefit from our knowledge.

7. **Walk the talk** - As leaders know that avoiding mistakes in an uncertain world is not an option. Promote a philosophy of learning, creativity, intelligent failure, and sharing. Our leaders set the example by being open about their own mistakes, providing opportunities for others to learn. Make the ground rules for risk-taking explicit through our risk management approach.
8. **Use our values to inform our decisions** - Ultimately, OCC values provide a solid foundation upon which to substantiate our decisions. Incorporate them into decisions at all levels of the organization, ensure that staff and volunteers are aware of our values and consider how future decisions reflect and are congruent with our values. In doing so, we believe that we will create a rich learning environment that will help us more effectively achieve our desired outcomes.

DEFINITIONS

1. **"The Ontario Curling Council"** shall also be referred to as OCC.
2. **"Executive Committee"** refers to a committee of the Chair, Secretary/Treasurer and Manager, Programs and Operations.
3. **"Council"** refers to the Board of Directors of the Ontario Curling Council.
4. **"Risk"** means the possibility of a negative or adverse outcome, and the magnitude or severity of the consequences of that outcome. Risk can also include positive outcomes or 'windfalls' that may impact organizational decisions or provide opportunities. Typically planning for positive risk is focused on planning for outcomes which have a limited opportunity window.
5. **"Risk Event"** is the possibility of an unforeseen event or condition that may affect an organization.
6. **"Risk Management"** An integrated, documented and system-wide process used to identify, assess and treat risks so as to better achieve desired outcomes and reflect the organization's values.
7. **"Risk Registry"** A document that outlines identified and assessed risks, current risk treatment measures, possible additional risk treatment measures, and communications efforts.
8. **"Categories of risk"** types of risk within the Risk Registry are identified within categories as follows:
 - a) **"Budget risk"** relates to financial monitoring and reporting, flexibility to control and direct funds, sponsorship attraction and retention, event planning, investment and management of reserve funds, protection of revenue streams, and long-term financial sustainability.
 - b) **"Operational risk"** includes the risk related to staff, office amenities, venues, and other 'entities' or 'tools' that allow the organization to function.
 - c) **"Reputation risk"** means the potential for negative publicity regarding the Ontario Curling Council (OCC), whether true or not, which could significantly harm the Council's reputation.
 - d) **"Relationship risk"** means the potential for compromising partnerships and securities formed with, government, stakeholders, other organizations, Member Associations, member clubs, participants (as defined by the Membership policy), etc.
 - e) **"Quality risk"** is the potential for losses due to quality that fails to meet quality goals. Quality defines the value of products and services and can include a wide range of factors.
 - f) **"Communication risk"** related to internal and external communications, information management systems (records, website, etc), crisis and issues management, media relations, image and reputation management, missed opportunities to promote and exploit successful outcomes, management of intellectual property (the protection of all OCC's intellectual property assets), social media opportunities and pitfalls, and confidentiality.
9. **"Significance of a risk"** combined ranking of the possibility of a risk occurring and the probable impact should it occur.

10. **“Probability of Occurrence (O)”** is an evaluation of the anticipated frequency of identified risks. There are three categories that are provided a ranking score of 1 to 3 and are as follows;
- “Improbable”** – less likely to happen than not; occurs every 5 years at most. The probability of occurrence is 19% or less. Score = 1
 - “Possible”** – just as likely to happen as not; occurs in every one to five events or once per season. The probability of occurrence is 20% to 54%. Score = 2
 - “Probable”** – more likely to happen than not; occurs in every one to three events or once per month. More than likely to happen. The probability of occurrence is 65% or higher. Score = 3
11. **“Probable Impact (I)”** is an evaluation of the anticipated consequences or advantages of the identified risks. There are three categories that are provided a ranking score of 1 to 3 and are as follows;
- “Low”** – consequences pose a slight risk to some aspects of our objective but can be mitigated internally. Normal effort to resolve. The likely cost impact is less than \$5,000. Score = 1
 - “Medium”** – The consequences do not pose a risk to achieve our objectives, but a change is necessary to achieve them. The likely cost impact is between \$5,000 and \$20,000. Score = 2
 - “High”** – consequences jeopardize our objectives and the impact is considered significant. The likely cost impact is greater than \$20,000. Score = 3
12. **“Severity (IxO)”** is a calculation that multiplies the score value of occurrence and probable impact to provide an overall risk ranking of **Low, Medium or High**. The chart below summarizes this metric:

SEVERITY = I X O		PROBABLE IMPACT «I»		
		1	2	3
OCCURRENCE «O»	3	3-Medium	6-High	9-High
	2	2-Low	4-Medium	6-High
	1	1-Low	2-Low	3-Medium

13. **“Status”** term applied to each risk event and identified is the risk is open (still may occur/impact the organization) or closed (resolved or no longer will occur/impact the organization)
14. **“Mitigation”** identification of the means of addressing a risk event.
15. **“Recover Plan”** is a type of mitigation measure and is a plan of action outlined for the possibility of a specific type of risk event. Typically, this is put in place for high severity events, but can be applied to any level of risk.
16. **“Risk mitigation plan”** an approach to limit or take advantage of an identified risk.
17. **“Potential Risk Impact Value”** financial cost/value to the organization if the risk occurs.
18. **“Assigned Risk Value”** budgetary value determined by factoring the potential risk impact value by the probability of occurrence percentage.
19. **“Property coverage”** means insurance coverage for loss or damage to property. Property includes both real property (land and buildings) and moveable property (equipment, files, etc.).

20. **“Umbrella coverage”** means additional liability insurance over and above liability coverage otherwise included in automobile or fleet coverage, property coverage, and any other liability coverage.

RESPONSIBILITY

The Council and Manager, Programs and Operations are responsible to ensure that risks have been appropriately identified, planned for and managed.

The Executive Committee is responsible to the Council for implementation of risk management plans and processes and is ultimately responsible to ensure that risks are assessed and managed appropriately.

All persons identified in the Policy Statement are responsible for ensuring that all appropriate and cost-effective steps are taken to minimize or control identifiable risks.

The Manager, Programs and Operations and the Chair will act as Risk Management Recovery Coordinators to implement the recovery plan when required.

PROCEDURE

Our approach to risk management includes a program of predestined activities and controls that are to be embedded into the governance and operations of our organization. Risk management is a broad activity that touches all aspects of OCC operations. OCC is dedicated to the following:

- The Ontario Curling Council will use a structured risk management program so that if an adverse event occurs, disruption to operations, cost, damage to the environment, and harm to people or property will be minimized.
- Annually, the Executive Committee will review and adapt the risk management program to:
 - Reflect the direction of the Council
 - Ensure that identified operational and compliance risks are minimized in a cost-effective manner.
 - The risk management plan will be implemented and communicated across the Council.
 - On an ongoing basis, staff will notify the Manager, Programs and Operations of circumstances and developments involving known major risks.
 - The annual operational plan will include Risk Management activities inclusive of a budget.
- Any Councillor or staff can submit a risk for consideration using the Risk Assessment Worksheet (Appendix A)
- The Manager, Programs and Operations will collect all risk forms and provide them to the Council with regular meeting documentation.
- During regular Council meetings, a standing agenda item will be the Risk Registry - activities for this meeting topic will be - discussion of any newly submitted risk registry forms (including a decision of whether or not the risk will be added to the ongoing registry), a report from the Executive Committee on any status change to existing items on the Risk Registry, a report from Manager, Programs and Operations on any mitigation advancement.
- The “Master” Risk Registry form will be kept in a shared “Cloud” based drive accessible to all Councillors.

DETAILED PROCESS

Managing Risk Process

Managing risks involves four steps:

1. **Identify** potential risks using an informed, environmental scan approach. This occurs on an ongoing basis by staff, at each meeting by Councillors and each year by the Executive Committee.
2. **Assess** the significance of a risk by considering its likelihood and consequences.
3. **Control** levels of risk by developing and implementing measures to address those risks deemed significant by reducing likelihood, consequences or both.
4. **Review** the Risk Registry and the Risk Management Policy on a regular basis to identify new risks, update risk assessments, and ensure control measures are adequate and being executed.



Identifying & Assessing Risk

As an organization, we have agreed to use a consistent methodology to identify and assess risks. This methodology is to be used by the Council, management, and staff. In doing so, we have committed to ongoing learning in this area to ensure that our Councillors and staff have the knowledge they need to consistently apply the risk assessment process when making decisions on behalf of the OCC.

The follow actions are taken when identifying risk and are recorded in the Risk Registry:

- **Risk events** are identified through evaluation processes by staff and/or Councillors and logged into the Risk Registry.
- Risk events will be identified using one of the following six categories: **budget risk, operational risk, reputational risk, relationship risk, quality risk, or communication risk.**
- When a risk is logged or updated, the date of the entry or change is identified.

- A **risk owner** is identified, and this is a person or group that is responsible for addressing the risk and/or its potential outcomes.

The follow actions are taken when assessing risk and are recorded in the Risk Registry:

- **Risk status** is identified as **open or closed** to show if a risk has the potential of occurring and is being mitigated or if the risk is no longer present. A risk that is closed remains in the registry as a record of the potential risk and can be changed to open if the potential of the risk becomes once again a possibility.
- A risk assessment is determined by accessing the likelihood of **Probability of Occurrence (O)** as improbable, possible or probable and possible **Probable Impact (I)** as low, medium or high. Each category receives a rating of 1 to 3 with 3 being that of the greatest potential. These assigned numerical values are multiplied to identify a **Severity ranking** of which 1-2 are considered “**Low Risk**”, 3-4 “**Medium Risk**” and 6-9 “**High Risk**”.
- A **potential risk impact value** is identified, and this dollar value is to be equivalent to the total financial impact to the organization if the risk event were to occur.
- A **probability of occurrence** is identified, and this is a percent value of the likelihood of the risk event occurring. Under the definitions of Occurrence, there is a sample range of percent probability for each category.
- An **assigned risk value** is determined by multiplying the potential risk impact value by the probability of occurrence and this provides a more realistic dollar value of risk that should be considered. The total value of all assigned risk values in the registry is a value of risk that an organization should be prepared to manage.

Controlling Risk

All risks faced by OCC can be addressed by one or more of the following four general strategies:

- **Accept the risk** – no further action is taken because the possibility and consequence of the risk is low. It may also be that the risk is inherent in the activity itself and thus can be accepted in its present form.
- **Limit the risk** – steps are taken to reduce the possibility of the risk, and/or its potential consequences, through efforts such as improved planning, policies, delivery, supervision, monitoring or education.
- **Transfer the risk** – accept the level of risk but transfer some or all of it to others through the use of insurance, waiver of liability agreements or other business contracts.
- **Avoid the risk** – eliminate the risk by avoiding the activity giving rise to the risk – in other words, simply decide NOT to do something, or to eliminate some activity or initiative.

Risks that arise and are considered to be **high to very high** are treated as follows:

- **If a High risk is identified**, the Manager, Programs and Operations will communicate to the Chair of OCC within 48 hrs of the risk being identified. The Manager, Programs and Operations will take all reasonable measures to manage the risk including, but not limited to, seeking the advice of other Councillors, consulting external experts. Once the Chair and the Manager, Programs and Operations feel that the risk has been managed or is in the process of being resolved, the Council will be advised using the most appropriate communications, which depending on the

nature of the risk, may include an issue document, sharing at the next meeting, or calling a separate Council meeting to keep the Council informed.

- **If a Very High risk has been identified**, the Manager, Programs and Operations will make all reasonable efforts to immediately contact the Chair of OCC. The Chair and the Manager, Programs and Operations will determine the most appropriate action and if appropriate, may organize a Council meeting within 48 hours of the risk arising. It is understood that factors may arise that prevent this from happening including time zone, availability of Councillors, the nature of the risk, etc. The Manager, Programs and Operations will make all reasonable efforts to manage the risk as it occurs, taking the necessary measures including, but not limited to, seeking the advice from internal partners, other Councillors and external experts.

Risk Mitigation Plan

For each risk event, a risk mitigation plan should be identified. In the registry, this is a brief outline or summary of the approach. More specific and detailed plans may be formulated and documented through other means. A plan may be to do nothing, monitor or may include a series of actions.

Risk Recovery Plans for Event Specific Risks

- The Executive Committee will ensure that the risk management plans are kept up to date, that it is reviewed annually and that a statement of compliance is brought to the Council.
- The Manager, Programs and Operations and the Chair will act as Risk Management Recovery Coordinators to implement the risk management recovery plan.
- When the risk management recovery plan is invoked, the Manager, Programs and Operations and the Chair will advise the Executive Committee and the Council of the scale and nature of the risk occurrence.
- While the occurrence recovery is in process, the Manager, Programs and Operations and the Chair, in consultation with the Executive Committee, have full authority to take any steps required to restore operations.
- No communication may be made with the media or the public unless expressly authorized by the Manager, Programs and Operations and / or the Chair. Normally, only the Manager, Programs and Operations and/or the Chair should communicate with the media.
- After normal operations are restored, the Manager, Programs and Operations will ensure that a report is prepared describing the situation, and with recommendations that address:
 - The situation that resulted in the risk management recovery plan being invoked
 - Improvements that should be made to the risk management recovery plan

Mitigating Reputational Risk

- It is the responsibility of all staff and Councillors to notify the Chair and the Manager, Programs and Operations of known or suspected dishonest, illegal or improper conduct of a member.
- In cases involving the Manager, Programs and Operations, the current Chair should be notified.
- In cases involving the Chair, the Secretary/Treasurer should be notified.

Risk Tolerance

The Council will need to take a holistic approach to determining the risk tolerance. High risk events and the total of assigned risk value carried on the Risk Registry must be evaluated by the Executive Committee with considerations to in-place mitigation measures such as insurance. Risk tolerance and

overall risk status is to be reviewed at each meeting of the Council and significant changes that may result in a catastrophic impact to the organization are to be reported immediately.

Reporting and Ongoing Monitoring

To ensure that risk management remains a high priority within OCC, and to promote an organizational culture that embraces a risk management perspective, risk management will be a standing item on the agenda of every regular Council meeting so that the Manager, Programs and Operations and Councillors can provide updates as required. OCC recognizes that communication is an essential part of risk management.

This policy and our Risk Management Process will be communicated to staff, Council, and Member Associations. Specifically, the following steps will be taken to ensure a risk-aware culture is being fostered:

- The Ontario Curling Council will ensure that risk assessment is an integral part of strategic and operational planning, budgeting and reporting.
- Annually, the Executive Committee will present a review of the principal risks to the Council for discussion and direction.
- The Manager, Programs and Operations will review OCC's risk registry on a regular basis or as a risk arises; provide updates on matters of risk to the Council at every Council meeting.
- At each meeting of the Council, the Councillors will review the risk registry for updates, compliance, progress, etc. as a standing agenda item.
- If changes or additional updates to the Risk Management Policy are needed during the year, Councillors and/or staff will bring forward to the Council for discussion and approval.
- OCC will report to members on any significant risks identified during the previous year and report back on how the risk is being managed.
- Risk reporting will be completed by submitting a request or through discussion at a council meeting and updated by a designated person.
- Unless otherwise determined, the **Manager, Programs and Operations** is responsible for **Risk Registry updates**.

Insurance

OCC maintains a comprehensive insurance program that provides General Liability, Accident and Directors and Officers Errors and Omissions coverage to the Directors, officers, staff, and partners of OCC. Upon annual renewal of this policy, OCC consults with the insurance provider to determine if there are any emerging gaps, issues or deficiencies to be addressed through insurance renewal. Not all risks are insurable. However, as part of its commitment to risk management, OCC will take all reasonable steps to ensure that insurance coverage is available for those activities essential to the mission of OCC. Insurance provisions shall include;

- The Ontario Curling Council shall have in place such insurance coverage as is reasonable, prudent and cost-effective, and responsive to the Assigned Risk Value (in coordination with other budgeting protections).
- Insurance coverage shall include deductibles which minimize the frequency of claims and the cost of the coverage.
- Annually the Manager, Programs and Operations will review the Ontario Curling Council's coverage, limits and service with its broker and report to the Executive Committee.

General Safety

Health and safety measures must be in place and maintained for areas occupied by staff, Councillors, and partners under OCC supervision as per the Health and Safety Policy.

Information Security

Documents containing sensitive or confidential information will be shredded before disposal or disposed of via a bonded shredding company as per the Records Retention Policy.

All documents are backed up to Cloud. Updates to backed up documents are only required when there is an alteration.

Inventory Security

All OCC computers, servers, major equipment and furniture and other valuable physical assets will be inventoried annually. This data will be checked for correspondence with insurance coverage, accounting records and management knowledge annually. Discrepancies will be investigated.

All physical inventories will be subject to inventory controls and inventory reconciliation.

Risk Assessment Worksheet

Note: This form (Steps 1-3) is to be used to put forward new risk events

Author: _____

Date: _____

Step 1: IDENTIFY the potential Risk Event	
<p>“Risk Event” is the possibility that an unforeseen event or condition that may affect an organization, impact organizational decisions, or provide opportunities.</p>	
What Risk Category does this best fit into?	Select a Risk Category
Step 2: ASSESS the significance of a risk by considering its likelihood and consequences.	
<p>“Status” term applied to each risk event and identified is the risk is open (still may occur/impact the organization) or closed (resolved or no longer will occur/impact the organization)</p> <p>“Risk Owner” is the person or organizational body that is responsible for potential outcomes and/or the management of the risk event action items.</p>	<p>Status: Select Status</p> <p>Risk Owner:</p>
<p>What is the Probability of Occurrence (O)?</p> <ol style="list-style-type: none"> 1. Improbable – less than 19% 2. Possible – 20% to 49% 3. Probable – 50% and greater 	<p>O =</p> <p>() _____</p>
What is the specific % probability for this Risk Event? (<i>refer to ranges identified above</i>)	_____ %
<p>What is the Potential Impact (I)?</p> <ol style="list-style-type: none"> 1. Low – costs less than \$5,000 2. Medium – costs between \$5,000 - \$20,000 3. High – cost impact is greater than \$20,000 	<p>I =</p> <p>() _____</p>
<p>What is the Potential Risk Impact Value?</p> <p>(this dollar value is to be equivalent to the total financial impact to the organization if the risk event were to occur)</p>	\$ _____
Step 3: CONTROL levels of risk by developing and implementing measures to address those risks deemed significant by reducing likelihood, consequences, or both.	
Describe what current controls/measures are presentably in place for this risk?	
Are these controls adequate? Why?	

Can the risk be accepted as is, with the current controls in place? Yes <input type="radio"/> No <input type="radio"/> Rationale? (If Yes, remaining questions do not need to be answered)	
Can the risk be avoided altogether? If Yes, how? Yes <input type="radio"/> No <input type="radio"/>	
Can the risk be transferred to others? If Yes, how? Yes <input type="radio"/> No <input type="radio"/>	
What are other treatment measures that can be used to reduce the possibility or reduce the consequences of this risk?	
What type of Mitigation strategy will be assigned?	Mitigation: Select
"Recover Plan" is a type of mitigation measure and is a plan of action outlined for the possibility of a specific type of risk event. Typically, this is put in place for high severity events, but can be applied to any level of risk.	Rec. Plan Needed? <i>If Y, initiate development after Risk is formally documented.</i> Select

Report Accepted or Rejected (Date): _____

Reviewer(s): _____

Board/Council Review Date: _____

Risk Assessment Worksheet, Cont.- Risk Monitoring

Note: This form (Step 4) is to be used for the purpose of monitoring and/or updating logged risks.

Author: _____

Date: _____

Step 4: REVIEW the Risk Registry and the Risk Management Policy on a regular basis to identify new risks, update risk assessments, and ensure control measures are adequate and being executed.			
Identified Risk:	Owner:	Review Period:	
Summary of Risk:			
Summary of Risk Treatment and Control:			
Indicate updates where applicable:			
Probability of Occurrence (O):		% probability:	
Potential Impact (I):		Potential Risk Impact Value:	
New Risk Ranking:		New Assigned Risk Value:	
Comments on significant changes during the period: <i>(include new treatments and controls added, risks that were realized, and subsequent treatments and controls that were applied. Include information on subsequent changes in resource implications (\$ and people)</i>			
Comments on any lessons learned <i>(include lessons learned or "a-ha's" arising from managing the risk, especially any incidents where a risk is realized)</i>			
Comment on communications <i>(include efforts to communicate the risk or the treatment identified to target audiences)</i>			

Report Accepted or Rejected (Date): _____

Reviewer(s): _____



Policy Name: Screening Policy
Version Control: June 26, 2020
Ratification Date: September 11, 2023
Review Date: Under Review, expiring September 11, 2024

Screening Policy

Definitions

1. The following terms have these meanings in this Policy:
 - a) *“Criminal Record Check (CRC)”* – A search of the RCMP Canadian Police Information Centre (CPIC) system for adult convictions
 - b) *“Local Police Information (LPI)”* – additional conviction and selected non-conviction information in national and local police data sources which may be relevant to the position sought
 - c) *“Enhanced Police Information Check (E-PIC)”* – a Criminal Record Check plus a search of local police information, available from SterlingBackcheck.
 - d) *“Vulnerable Sector Check (VSC)”* – a detailed check that includes a search of the RCMP Canadian Police Information Centre (CPIC) system, local police information, and the Pardoned Sex Offender database
 - e) *“Vulnerable Individuals”* – A person under the age of 18 years old and/or a person who, because of age, disability or other circumstance, is in a position of dependence on others or is otherwise at a greater risk than the general population of being harmed by people in positions of trust or authority

Preamble

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

Application of this Policy

3. This Policy applies to all individuals whose position with Ontario Curling Council is one of trust or authority which may relate to, at a minimum, finances, supervision, or Vulnerable Individuals.

4. Not all individuals associated with Ontario Curling Council will be required to obtain a criminal record check or submit screening documents because not all positions pose a risk of harm to Ontario Curling Council or to its participants. Ontario Curling Council will determine which individuals will be subject to screening using the following guidelines (Ontario Curling Council may vary the guidelines at its discretion):

Role	VSC upon initial engagement	EPIC upon initial engagement	EPIC every three years	Annual Safe Sport Training	Screening Disclosure Form, if CRC Status Changes
Councillors (Board of Councillors)		Yes	Yes	Yes	Yes
Manager, Programs and Operations	Yes	Yes	Yes	Yes	Yes
Education Managers	Yes	Yes	Yes	Yes	Yes
Administrative Staff		Yes		Yes	Yes
Event Coordinators		Yes	Yes	Yes	Yes
Officials		Yes	Yes	Yes	Yes
Ice Technician Trainers		Yes	Yes	Yes	Yes
Coach Developers		Yes	Yes	Yes	Yes
Next Gen/HP Coaches		Yes	Yes	Yes	Yes
Councillor of Youth Curling Camp (overnight stays)	Yes	Yes	Yes	Yes	Yes
Coaches at Training Camps		Yes	Yes	Yes	Yes
Integrated Support Personnel		Yes	Yes	Yes	Yes
Team Coaches of teams competing in competitions hosted by the Ontario Curling Council, CurlON or Northern Ontario Curling Association		Yes	Yes	Yes	Yes
Contractors	As determined by the Manager, Programs and Operations per the level of risk for the Contractor's Role				

- a) If an individual subsequently receives a charge, conviction for, or is found guilty of, an offense they will report this circumstance immediately to Ontario Curling Council using a Screening Disclosure Form.
- b) If Ontario Curling Council learns that an individual has provided false, inaccurate, or misleading information, the individual will immediately be removed from their position and

may be subject to further discipline in accordance with Ontario Curling Council's *Discipline and Complaints Policy*.

Screening Committee

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

Young People

8. Ontario Curling Council defines a young person as someone who is younger than 18 years old. When screening young people, Ontario Curling Council will:
 - a) Not require the young person to obtain a VSC or E-PIC; and
 - b) In lieu of obtaining a VSC or E-PIC, require the young person to submit up to two (2) additional letters of reference.
9. Notwithstanding the above, Ontario Curling Council may ask a young person to obtain a VSC or E-PIC if Ontario Curling Council suspects the young person has an adult conviction and therefore has a *criminal record*. In these circumstances, Ontario Curling Council will be clear in its request that it is not asking for the young person's *youth record*. Ontario Curling Council understands that it may not request to see a young person's youth record.

Renewal

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

Orientation, Training, and Monitoring

11. The type and amount of orientation, training, and monitoring will be based on the individual's level of risk, at Ontario Curling Council's discretion.
12. Orientation may include, but is not limited to: introductory presentations, facility tours, equipment demonstrations, parent/athlete meetings, meetings with colleagues and supervisors, orientation manuals, orientation sessions, and increased supervision during initial tasks or initial period of engagement.

13. Training may include, but is not limited to: certification courses, online learning, mentoring, workshop sessions, webinars, on-site demonstrations, and peer feedback.
14. At the conclusion of orientation and training, the individual will be required to acknowledge, in written form, that they have received and completed the orientation and training.
15. Monitoring may include but is not limited to: written or oral reports, observations, tracking, electronic surveillance (e.g., facility security cameras), and site visits.

How to Obtain an E-PIC or VSC

16. CurlION and Northern Ontario Curling Association (on behalf of the Ontario Curling Council) have joined the Coaching Association of Canada's Responsible Coaching Movement and therefore has access to the E-PIC at a discounted rate (\$25.00). Individuals can obtain an E-PIC via https://www.sterlingtalentsolutions.ca/landing-pages/c/cac_ace/ .
17. In Ontario, Ontario Curling Council understands that the *Police Record Checks Reform Act, 2015* requires the individual to consent in writing before requesting a criminal record check (such as an E-PIC). The Act also requires the individual to consent in writing for any disclosure of the results to the requesting organization.
18. Individuals may only obtain a VSC by visiting an RCMP office or police station, submitting two pieces of government-issued identification (one of which must have a photo), and completing any required paperwork. Fees may also be required.
19. Fingerprinting may be required if there is a positive match with the individual's gender and birth date.
20. Ontario Curling Council understands that it may be required to assist an individual with obtaining a VSC. Ontario Curling Council may need to submit a Request for VSC (**Appendix D**) or complete other documentation describing the nature of the organization and the individual's role with vulnerable individuals.

Procedure

21. Screening documents must be submitted to the following individual:

Jennifer Ferris, Manager, Programs and Operations
jennifer@ontcurl.com

22. An individual who refuses or fails to provide the necessary screening documents will be ineligible to volunteer or apply for the position sought. The individual will be informed that their application and/or position will not proceed until such time as the screening documents are submitted.
23. Ontario Curling Council understands that there may be delays in receiving the results of an E-PIC or a VSC. At its discretion, Ontario Curling Council may permit the individual to participate in the role during the delay. Ontario Curling Council may withdraw this permission at any time and for any reason.

24. Ontario Curling Council recognizes that different information will be available depending on the type of screening document that the individual has submitted. For example, an E-PIC may show details of a specific offense, or not, and/or a VSC may be returned with specific information or simply a notification indicating 'cleared' or 'not cleared'. The Screening Committee will use its expertise and discretion when making decisions based on the screening documents that have been submitted.
25. Following the review of the screening documents, the Screening Committee will decide:
- a) The individual has passed screening and may participate in the desired position;
 - b) The individual has passed screening and may participate in the desired position with conditions;
 - c) The individual has not passed screening and may not participate in the desired position; or
 - d) More information is required from the individual.
26. In making its decision, the Screening Committee will consider the type of offense, date of offense, and relevance of the offense to the position sought.
27. The Screening Committee must decide that an individual has not passed screening if the screening documentation reveals any of the following:
- a) If imposed in the last three years:
 - i. Any offense involving the use of a motor vehicle, including but not limited to impaired driving
 - ii. Any offense for trafficking and/or possession of drugs and/or narcotics
 - iii. Any offense involving conduct against public morals
 - b) If imposed in the last ten years:
 - i. Any crime of violence including but not limited to, all forms of assault
 - ii. Any offense involving a minor or minors
 - c) If imposed at any time:
 - i. An individual's conviction for any of the following *Criminal Code* offenses:
 - a. Any offense of physical or psychological violence
 - b. Any crime of violence including but not limited to, all forms of assault
 - c. Any offense involving trafficking of illegal drugs
 - d. Any offense involving the possession, distribution, or sale of any child-related pornography
 - e. Any sexual offense
 - f. Any offense involving theft or fraud

Conditions and Monitoring

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

Records

29. All records will be maintained in a confidential manner and will not be disclosed to others except as required by law, or for use in legal, quasi-legal, or disciplinary proceedings.

30. The records kept by Ontario Curling Council as part of the screening process include but are not limited to:

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

Appendix A – Screening Disclosure Form

NAME: _____
First Middle Last

OTHER NAMES YOU HAVE USED: _____

CURRENT PERMANENT ADDRESS:

Street City Province Postal

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

CLUB (if applicable): _____ EMAIL: _____

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

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

Name or Type of Offense: _____

Name and Jurisdiction of Court/Tribunal: _____

Year Convicted: _____

Penalty or Punishment Imposed: _____

Further Explanation: _____

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

Name of disciplining or sanctioning body: _____

Date of discipline, sanction or dismissal: _____

Reasons for discipline, sanction or dismissal: _____

Penalty or Punishment Imposed: _____

Further Explanation: _____

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

Name or Type of Offense: _____

Name and Jurisdiction of Court/Tribunal: _____

Name of disciplining or sanctioning body: _____

Further Explanation: _____

PRIVACY STATEMENT

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

CERTIFICATION

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

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

NAME (print): _____

DATE: _____

SIGNATURE: _____

Appendix B – Request for Vulnerable Sector Check

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

INTRODUCTION

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

DESCRIPTION OF ONTARIO CURLING COUNCIL

Ontario Curling Council is a not-for-profit provincial organization for the sport of curling located in Pickering, Ontario.

[Insert additional description]

DESCRIPTION OF ROLE

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

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

CONTACT INFORMATION

If more information is required from Ontario Curling Council, please contact the Screening Committee Chair:

Jennifer Ferris, Manager – Programs and Operations, jennifer@ontcurl.com

Signed: _____ Date: _____



Policy Name: Selection Policy
Version Control: April 29, 2020
Ratification Date: May 4, 2020
Review Date: May 4, 2023

Selection Policy

PREAMBLE

The Ontario Curling Council (OCC) and its Member Associations follows a competitive qualification process to determine provincial representatives at any national championship.

The Ontario Curling Council is committed to a fair selection process for individuals wishing to act in officiating capacity at any OCC competitions, or for individuals or teams wishing to participate in OCC programs or services.

The OCC will ensure that selection criteria for programs and services is clear, transparent and accessible.

DEFINITIONS

Provincial Sport Organization (PSO) – Ontario Curling Council

Member Associations (MA) – CurlON and Northern Ontario Curling Association. Collectively referred to as 'members.'

PURPOSE

To outline the Ontario Curling Council's process of determining its provincial representation at competitions, officials at competitions, coaches at events and athletes and/or coaches for programs/services.

POLICY

Provincial Representatives

1. The Ontario Curling Council, through its Member Associations will determine provincial representatives for events leading to a national championship for both geographic regions of Ontario - Southern Ontario and Northern Ontario - through a competitive qualification process. Each Member Association will determine a play down structure suitable to their geographic region, ensuring equitable access to competition for all participants. Participants must comply with rules of eligibility, event rules and be a participant in good standing with both the MA and the PSO in order to enter any competitive event regardless of how far they progress in the competition. The selection

of coaches shall be the choice of the team. Coaches must meet the certification/training requirements for the event and adhere to the guidelines in the Screening Policy.

2. For Province-wide events which must declare one representative for the province of Ontario, the Ontario Curling Council shall be the organizing body of the event (ex. Canada Winter Games Qualifier), the OCC will ensure equitable access to competition, and will publish the competition structure, rules and eligibility on its website. Participants must comply with rules of eligibility, event rules and be participants in good standing with both the MA and the PSO in order to enter any competitive event regardless of how far they progress in the competition. The selection of coaches shall be the choice of the team. Coaches must meet the certification/training requirements for the event and adhere to the guidelines in the Screening Policy.

Selection of Officials

1. The Ontario Curling Council shall appoint a head official for any OCC organized competition. The Head Official shall meet all certification/training requirements for the age/stage/discipline of the event in which they are officiating. Supporting officials for an event will be selected based on the proximity of the official's residence to the event to ensure fiscal prudence of the OCC.

Selection of Athletes, Coaches or Other Participants to Ontario Curling Council Programs/Services

2. Wherever possible, programs and services shall be on a first come, first served basis, open to any and all participants who have met the program's rules of eligibility, and who are participants in good standing with both the MA and the PSO. Capacity limitations may apply.
3. Where resources are limited and require selection of the beneficiaries of a program or service, a Council Approved "Program" Selection Committee shall be selected through a Board approved process. The "Program" Selection Committee shall consist of 3-5 individuals, one OCC Council Representative (ex-officio) and the Manager of Programs and Operations (ex-officio). The Program Selection Committee will perform tasks outlined to it in the Committee's Terms of Reference – as determined by the OCC Council. All selection criteria will be clear, transparent, fair, timely and posted publicly on the Ontario Curling Council's website at www.ontariocurlingcouncil.com. Selection criteria may vary based on program outcomes and criteria, and may change year over year.
4. Selection of Coaches to work on a contract basis for individual events/programs shall be at the discretion of the Manager, Programs and Operations. A variety of factors shall be considered by the Manager, Programs and Operations when selecting coaches to work within OCC programs including; past performance, education, experience, proximity to the event, competencies, development opportunities, budget, and organizational need. Every effort shall be made to be fair and provide equitable access to development and opportunity. Coaches who work within OCC programs must comply with the OCC's Screening Policy.



Policy Name: Social Media Policy
Version Control: June 26, 2020
Ratification Date: July 8, 2020
Review Date: July 8, 2023

Social Media Policy

DEFINITIONS

1. The following terms have these meanings in this Policy:
 - a) *“Social media”* – The catch-all term that is applied broadly to computer-mediated communication media including, but not limited to blogs, YouTube, Facebook, Instagram, Tumblr, Snapchat, and Twitter.
 - b) *“Individuals”* – Individuals employed by, or engaged in activities with Ontario Curling Council including, but not limited to, athletes, coaches, convenors, referees, officials, volunteers, managers, administrators, committee members, medical and paramedical personnel, and Councillors and Officers of Ontario Curling Council
 - c) *“Discipline Chair or Case Manager”* – The person(s) appointed by Ontario Curling Council to oversee management and administration of complaints, as applicable.

PREAMBLE

2. Ontario Curling Council is aware that Individual interaction and communication occurs frequently on social media. Ontario Curling Council cautions Individuals that any conduct falling short of the standard of behaviour required by Ontario Curling Council’s *Code of Conduct and Ethics* will be subject to the disciplinary sanctions identified within Ontario Curling Council’s *Discipline and Complaints Policy*.

APPLICATION OF THIS POLICY

3. This Policy applies to all Individuals as defined in the Definitions.

CONDUCT AND BEHAVIOUR

4. In accordance with Ontario Curling Council's *Discipline and Complaints Policy* and *Code of Conduct and Ethics*, the following social media conduct may be considered minor or major infractions at the discretion of the Discipline Chair or Case Manager:
 - a) Posting a disrespectful, hateful, harmful, disparaging, insulting, or otherwise negative comment on a social medium that is directed at an Individual, at Ontario Curling Council, or at other individuals connected with Ontario Curling Council
 - b) Posting a picture, altered picture, audio file or video on a social medium that is harmful, disrespectful, insulting, or otherwise offensive, and that is directed at an Individual, at Ontario Curling Council, or at other individuals connected with Ontario Curling Council
 - c) Creating or contributing to a Facebook group, webpage, Instagram account, Twitter feed, blog, or online forum devoted solely or in part to promoting negative or disparaging remarks or commentary about Ontario Curling Council, its stakeholders, or its reputation, or any posts that may bring disrepute upon the Ontario Curling Council.
 - d) Inappropriate personal or sexual relationships between Individuals who have a power imbalance in their interactions, such as between athletes and coaches, Councillors and staff, officials and athletes, etc.
 - e) Any instance of cyber-bullying or cyber-harassment between one Individual and another Individual (including a teammate, coach, opponent, volunteer, or official), where incidents of cyber-bullying and cyber-harassment can include but are not limited to the following conduct on any social medium, via text-message, or via email: regular insults, negative comments, vexatious behaviour, pranks or jokes, threats, posing as another person, spreading rumours or lies, or other harmful behaviour.
5. All conduct and behaviour occurring on social media may be subject to Ontario Curling Council's *Discipline and Complaints Policy* at the discretion of the Discipline Chair or Case Manager.

INDIVIDUALS RESPONSIBILITIES

6. Individuals acknowledge that their social media activity may be viewed by anyone, including Ontario Curling Council.
7. If Ontario Curling Council unofficially engages with an Individual in social media (such as by retweeting a tweet or sharing a photo on Facebook) the Individual may, at any time, ask Ontario Curling Council to cease this engagement.
8. When using social media, an Individual must model appropriate behaviour befitting the Individual's role and status in connection with Ontario Curling Council.
9. Removing content from social media after it has been posted (either publicly or privately) does not excuse the Individual from being subject to Ontario Curling Council's *Discipline and Complaints Policy*.

10. An individual who believes that an Individual's social media activity is inappropriate or may violate Ontario Curling Council's policies and procedures should report the matter to Ontario Curling Council in the manner outlined by Ontario Curling Council's *Discipline and Complaints Policy*.



Policy Name: Whistleblower
Version Control: June 26, 2020
Ratification Date: July 8, 2020
Review Date: July 8, 2023

Whistleblower Policy

Definitions

1. The following terms have these meanings in this Policy:
 - a) *Councillor* – An individual appointed or elected to Ontario Curling Council’s Board of Councillors
 - b) *Worker* – An individual who has signed an Employment Agreement or Contractor Agreement with Ontario Curling Council
 - c) *Case Manager* - The person appointed by the Ontario Curling Council to oversee the management and administration of complaints, as applicable.

Purpose

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

Application

3. This Policy only applies to Workers who observe or experience incidents of wrongdoing committed by Councillors or by other Workers.
4. Incidents of wrongdoing or misconduct observed or experienced by participants, volunteers, spectators, parents of participants, or other individuals not employed or contracted by Ontario Curling Council can be reported under the terms of Ontario Curling Council’s *Discipline and Complaints Policy* and/or reported to Ontario Curling Council’s Board or Manager, Programs and Operations to be handled under the terms of the individual Worker’s Employment Agreement or Contractor Agreement, as applicable, and/or any other relevant and applicable Ontario Curling Council policy.
5. Matters reported under the terms of this Policy may be referred to be heard under Ontario Curling Council’s *Discipline and Complaints Policy*, at the discretion of the Case Manager.

Wrongdoing

6. Wrongdoing can be defined as:
 - a) Violating the law;
 - b) Intentionally or seriously breaching of Ontario Curling Council's *Code of Conduct and Ethics*;
 - c) Intentionally or seriously breaching Ontario Curling Council's policies for workplace violence and harassment;
 - d) Committing or ignoring risks to the life, health, or safety of a participant, volunteer, Worker, or other individual;
 - e) Directing an individual or Worker to commit a crime, serious breach of a policy of Ontario Curling Council, or other wrongful act; or
 - f) Fraud.

Pledge

7. Ontario Curling Council pledges not to dismiss, penalize, discipline, or retaliate or discriminate against any Worker who discloses information or submits, in good faith, a report against a Worker under the terms of this Policy.
8. Any individual affiliated with Ontario Curling Council who breaks this Pledge will be subject to disciplinary action.

Reporting Wrongdoing

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

Authority

10. Ontario Curling Council has appointed the following Case Manager to receive reports made under this Policy:

Jennifer Ferris, Manager – Programs and Operations
jennifer@ontcurl.com

11. After receiving the report, the Case Manager has the responsibility to:
 - a) Assure the Worker of Ontario Curling Council's Pledge
 - b) Connect the Worker to the Alternate Liaison if the individual feels that he or she cannot act in an unbiased or discrete manner due to the individual's role with Ontario Curling Council and/or the content of the report
 - c) Determine if the report is frivolous, vexatious, or not submitted in good faith (e.g., the submission of the report is motivated by personal interests and/or the content of the report is obviously false or malicious)
 - d) Determine if Ontario Curling Council's *Whistleblower Policy* applies or if the matter should be handled under Ontario Curling Council's *Discipline and Complaints Policy*

- e) Determine if the local police service be contacted
- f) Determine if mediation or alternate dispute resolution can be used to resolve the issue
- g) Determine if Ontario Curling Council's Chairperson should or can be notified of the report
- h) Begin an investigation

Alternate Liaison

12. If the Worker feels that the Case Manager is unable to act in an unbiased or discrete manner due to the individual's role with Ontario Curling Council and/or the content of the report, the Worker should contact the following individual who will act as an independent liaison between the Worker and the Case Manager:

Chair, Ontario Curling Council

13. The Alternate Liaison will not disclose the Worker's identity to the Case Manager or to anyone affiliated with Ontario Curling Council without the Worker's consent.
14. A Worker who is unsure if he or she should submit a report, or who does not want to have his or her identity known, may contact the Alternate Liaison for informal advice about the process.

Investigation

15. If the Case Manager determines that an investigation should be launched, the Case Manager may decide to contract an external investigator. In such cases, Ontario Curling Council's Manager, Programs and Operations and/or Chairperson may be notified that an investigation conducted by an external investigator is necessary without the nature of the investigation, content of the report, or identity of the Worker who submitted the report being disclosed. Ontario Curling Council's Manager, Programs and Operations may not unreasonably refuse the decision to contract an external investigator
16. An investigation launched by the Case Manager or by an external investigator should generally take the following form:
 - a) Follow-up interview with the Worker who submitted the report
 - b) Identification of Workers, participants, volunteers or other individuals that may have been affected by the wrongdoing
 - c) Interviews with such-affected individuals
 - d) Interview with the Councillor(s) or Worker(s) against whom the report was submitted
 - e) Interview with the supervisor(s) of the Councillor(s) or Worker(s) against whom the report was submitted
17. In all stages of the investigation, the investigator will take every precaution to protect the identity of the Worker who submitted the report and/or the specific nature of the report itself. However, Ontario Curling Council recognizes that there are some instances where the nature of the report and/or the identity of the Worker who submitted the report will or may be inadvertently deduced by individuals participating in the investigation.

18. The investigator will prepare an Investigator's Report – omitting names whenever possible and striving to ensure confidentiality – that will be submitted to Ontario Curling Council's Chairperson and/or Manager, Programs and Operations for review and action.

Decision

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

Confidentiality

22. Confidentiality at all stages of the procedures outlined in this Policy – from the initial report to the final decision – is assured for all individuals (the Worker, the Worker(s) against whom the report is submitted, and the individuals interviewed during the investigation). An individual who intentionally breaches the confidentiality clause of this Policy will be subject to disciplinary action.