



Kamloops Aquatics Club

BOARD MANUAL

2025



Kamloops Aquatics Club Board Manual

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Introduction

Purpose of this Manual

The Kamloops Aquatics Club (KAC) Board Manual is designed to be a practical governance resource for Directors. It consolidates the Club's governing principles, policies, and procedures into a single reference point. Its purpose is to:

- ☑ Provide clarity on roles, responsibilities, and expectations of Directors.
- ☑ Standardize governance practices across terms and transitions.
- ☑ Serve as a reliable tool for onboarding new Directors.
- ☑ Support consistent decision-making, accountability, and transparency.

This manual is not a substitute for the BC Societies Act or the Club's bylaws, but rather a complement that applies these legal and constitutional requirements to the day-to-day work of the Board.

A Living Document

This document should be viewed as a living resource, subject to review and updating as the Club evolves. Policies, procedures, and practices must adapt to new challenges, changes in legislation, and the Club's strategic priorities. The Board is encouraged to:

- Review one section of the manual at each Board meeting as part of its regular governance cycle.
- Conduct a comprehensive review at least every two years.
- Clearly record version updates, so Directors always know they are working from the most current edition.

Tips for Current and Future Directors

- ➔ Use it as a reference: When questions arise about roles, processes, or policies, this should be the first point of consultation.
- ➔ Use it as guidance: It provides context and examples to help Directors navigate situations where the bylaws or policies may be silent.
- ➔ Use it for orientation: New Directors should review the manual in their first month of service and revisit it regularly as they gain experience.
- ➔ Use it for standardization: A shared reference ensures continuity, reduces confusion, and builds confidence with members and stakeholders.

Relevance and Engagement

Directors are encouraged to see this manual not as a static binder, but as a practical toolkit for their governance journey. Reading it through once will provide context; keeping it close at hand will make governance less daunting and more effective. Every Director brings unique skills, but consistent governance practices allow the Board to function as a unified leadership team.

Protecting the Manual from unauthorized redistribution

This manual was created as part of a professional consulting engagement; therefore, it is important to protect its intellectual property. The following provision is intended to safeguard its use:

License Restriction

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1. Governance Overview

Definition and Importance of Governance in Amateur Sport

Governance in amateur sport refers to the frameworks, policies, and practices used to ensure that sport organizations operate ethically, legally, and effectively. Strong governance promotes transparency, accountability, and alignment with the organization's mission.

In Canada, governance occurs across multiple layers:

- Sport Canada (Federal level): Sets national sport policy and funds National Sport Organizations (NSOs) and Own The Podium (OTP), among other sport related initiatives (e.g., major games, infrastructure)
- National Sport Organizations (NSO - e.g., Swimming Canada): Govern sport nationally, establishing technical rules and national programming.
- Provincial / Territorial Government Sport Agencies (e.g., viaSport): Provincial agency funded by the Provincial Government, in the case of viaSport, established to support the development and sustainability of amateur sport across BC. It does not govern specific sports, but acts as an oversight, funding, and capacity-building agency for all PSOs and their member organizations (Swim BC).
- Provincial Sport Organizations (PSO – e.g., Swim BC): Implement national programming provincially and support local clubs.
- Local Clubs (e.g., KAC): Deliver grassroots programming and community engagement under the policies and affiliations of their PSO.

Within this structure, local club Boards must ensure compliance with legal standards and alignment with provincial and national sport directives. Effective club governance stabilizes operations, strengthens community trust, and improves program quality for athletes.

Relationship Between the Board and Membership

The Board of Directors acts on behalf of the members. Members are stakeholders who contribute to and support the organization—primarily parents/guardians and adult swimmers.

Key dynamics:

- Members elect the Board and vote on major decisions (e.g., bylaw changes).
- The Board is accountable to the members but empowered to act independently on strategic and operational oversight.
- Communication, transparency, and regular reporting strengthen the relationship between the Board and members.

Clear delineation of authority and mutual respect between members and the Board help maintain credibility and cohesion.

Overview of the BC Societies Act

The BC Societies Act governs all registered non-profit societies in British Columbia and outlines:

- Requirements for incorporation and annual reporting
- Roles and responsibilities of Directors and Officers
- Member rights and meeting procedures
- Financial and record-keeping obligations

As a registered society, the key obligations for KAC are:

- Maintain accurate records and file annual reports
- Ensure Board decisions comply with the bylaws and the Act
- Uphold Director duties: loyalty, care, and good faith

The Act is the legal backbone of all KAC governance practices. Directors should be familiar with its principles.

KAC's Governance Philosophy and Purpose Statement

KAC's governance philosophy emphasizes:

- Ethical leadership
- Transparent decision-making
- Community engagement
- Long-term sustainability

Purpose of Board governance:

- Advance KAC's mission to support athlete development and competitive excellence
- Provide fiduciary oversight
- Set strategic direction
- Establish policies that promote inclusion, fairness, and high standards

Governance at KAC is not about managing swim meets—it's about stewarding a vibrant, well-run sport organization.

Board vs. Operational Roles (Overview of Governance-Operational Boundary)

One of the most important concepts in amateur sport is the separation of governance and operations.

Governance (Board)	Operations (Head Coach)
• Sets strategic priorities • Approves policies, annual budget • Oversees legal and fiduciary compliance • Hires and evaluates the Head Coach	• Delivers programs and training • Manages athletes and staff • Coordinates events and schedules • Communicates with parents and athletes

KAC Directors do not coach, schedule events, or manage volunteers. They ensure the systems are in place for those things to happen well.

Summary of KAC Constitution and Key Bylaw Principles

The Constitution outlines the foundational purpose of KAC: promoting swim development, fostering healthy competition, and encouraging lifelong aquatic engagement.

Key bylaw principles:

- Board must act collectively as the decision-making authority
- Membership classes are clearly defined (e.g., minors do not vote)

- Directors must meet eligibility requirements
- The Board appoints Officers and may create committees
- Meetings, quorums, and financial oversight are regulated

These rules are enforceable and reviewed annually to ensure they reflect best practices and club realities.

Use of KAC vs. KCS – Governance vs. Operations

- KAC (Kamloops Aquatics Club): The legal entity, responsible for governance and compliance. Used in all contracts, filings, and Board-level discussions.
- KCS (Kamloops Classics Swimming): The public-facing name, associated with program delivery, coaching, and athlete branding.

Why this matters:

- Governance documents use "KAC" to maintain legal clarity.
- Program materials, signage, and athlete communications use "KCS" to reflect the club's community identity.

Understanding this distinction helps directors communicate appropriately with members, external stakeholders, and regulatory bodies.

2. Board Structure and Roles

This section outlines the roles, responsibilities, and legal obligations of Directors serving on the Kamloops Aquatics Club (KAC) Board. It provides a foundational understanding of Board governance in practice, helps clarify individual and collective responsibilities, and introduces tools to support effective oversight.

Board composition and term limits

KAC is governed by a Board of Directors composed of nine (9) individuals, as outlined in the bylaws. This size is intended to balance a broad base of expertise and perspectives with the need for effective decision-making.

The Board includes the following officer roles:

- President
- Secretary
- Treasurer

The remaining positions are Directors-at-Large, who may chair or serve on committees, or lead specific projects aligned with Board priorities.

This composition allows for:

- Broad representation of skills and experience
- Flexibility to meet evolving governance and operational needs
- Shared leadership through committee structures

KAC's Board structure reflects common practice in amateur sport governance and aligns with the BC Societies Act.

In accordance with the BC Societies Act and KAC's bylaws:

- Any individual who is 18 years of age or older and meets the eligibility requirements may serve as a director.
- This includes the ability to act honestly and in good faith in the best interests of the Society, and to meet contractual obligations as part of the Board's collective decision-making authority.

While the age of majority in BC is 19, the Societies Act allows individuals aged 18+ to serve as directors. This is because legal responsibility rests with the Board as a whole, not individual members acting alone. As such, the eligibility of 18-year-olds constitutes a statutory exception to general contract law.

Term Lengths and Limits

Per the KAC bylaws:

- Directors are elected to two-year terms, with four Board members elected in even-numbered years, and five elected in odd years to ensure continuity.
- Directors may serve a maximum of three consecutive terms; re-election is required to serve multiple terms.

This staggered approach:

- Supports continuity and institutional memory

- Allows for regular renewal and succession
- Balances experience with new perspectives

Filling Vacancies and Resignations

If a vacancy arises between annual general meetings:

- The Board may appoint an eligible individual, who shall serve to the next AGM, where the position will be filled through the regular election process.
- Appointed directors hold the same rights and responsibilities as elected ones.

This allows the Board to maintain quorum and operational effectiveness without delaying until the next election cycle.

Alignment with Governance Best Practices

KAC's approach to Board composition and term structure reflects several widely recommended governance principles:

- Maintain a Board of manageable size
- Ensure a mix of skills, backgrounds, and perspectives
- Establish consistent term lengths and renewal processes
- Use succession planning tools like the Board Skills Matrix to inform nominations and recruitment

A healthy governance cycle includes regular evaluation of the Board's size, structure, and performance to ensure it continues to serve the evolving needs of the organization.

Officer Roles and Responsibilities

KAC designates specific leadership roles from among its elected directors. These officer positions help ensure that the Board functions effectively, maintains oversight, and fulfills its legal obligations.

Officers are appointed annually by the Board from among its members. The standard officer positions, aligned with viaSport guidance and best practices, are President, Secretary, and Treasurer.

President

The President holds key leadership responsibilities for both the club and its committees. This role is accountable for ensuring that the club sets and attains its objectives, adheres to all governing rules, and meets all legal and compliance obligations.

Key responsibilities:

Leadership & Governance

- Provide leadership to the Board, ensuring it is well-organized and functions effectively.
- Chair Board meetings and the Annual General Meeting.
- Promote a culture aligned with the club's mission, vision, and values.
- Ensure the Board has the information and tools it needs to fulfill its governance role.

Oversight & Planning

- Be familiar with the club's constitution, bylaws, policies, and legal obligations.

- Facilitate strategic and operational planning, ensuring clear goals, objectives, and execution plans are in place.
- Monitor and review progress against the club's strategic priorities.

Executive Oversight

- Support, advise, and evaluate the Executive Director (or Head Coach, as applicable), acting as a liaison between staff and the Board.
- Ensure Board-led oversight of club operations while respecting the governance-operational boundary.

Risk Management & Compliance

- Work with the Treasurer to ensure robust financial oversight and safeguarding of assets.
- Ensure that appropriate policies and procedures are in place for health, safety, complaints, and dispute resolution.
- Ensure club documentation and policies are reviewed regularly and aligned with current standards and strategic direction.

Communication & Representation

- Maintain regular communication with Board members to ensure responsibilities are fulfilled.
- Serve as a key communicator with staff, coaches, members, and external stakeholders.
- Represent the club as a signatory for legal and financial matters and act as a spokesperson when required.

Stakeholder Engagement

- Build and maintain relationships with key partners, including sponsors, funders, facility operators, and sport organizations (e.g., Swim BC).

Governance Note: While the President provides leadership, they do not hold executive authority independent of the Board and must act within the scope of Board-approved decisions.

Conflict of Interest: The President should be free of material conflicts of interest and disclose any matters that could compromise their ability to perform as a director.

Personal Abilities and Skills:

The president should ideally have the following abilities:

- Committed to making a difference in the club.
- Receptive to change.
- Capable of providing informed viewpoint during group discussions at board meetings.
- Rationally consider opposing ideas and viewpoints.
- Strong interpersonal and communication abilities.
- Maintain confidentiality.

Qualifications and Experience: It is preferential although not essential that the President has experience in a volunteer leadership position with a non-profit organization. As well, a familiarity with the laws and regulations governing non-profit organizations is an asset.

Knowledge and Skills:

- Strong working knowledge of the club's constitution, bylaws, policies, and procedures.
- Excellent interpersonal and communication skills, including comfort with public speaking.

- Effective leadership and management abilities, with a capacity to delegate and collaborate.
- Skilled at chairing executive, board, and general meetings.
- Confident and thoughtful decision-maker.
- Experience in strategic planning and operational oversight.
- Solid understanding of financial management principles.

Safeguarding: As with all Board members, the President role will be subject to a Criminal Record Check administered by Swim BC and the Criminal Review Program (Government of BC).

Secretary

The Secretary is the custodian of the club's official records and ensures that documentation and processes align with the requirements of the BC Societies Act.

Key responsibilities:

- Coordinate all Board and general meetings in collaboration with the President.
- Prepare and distribute agendas, supporting documents, and reports for meetings.
- Record and maintain accurate minutes, ensure they are signed by the President, and track follow-up actions.
- Maintain up-to-date versions of club governance documents (e.g., constitution, bylaws, policies, procedures, terms of reference).
- Support the President and Board in strategic planning and decision-making.
- Complete and file the Annual Report as required under the BC Societies Act.
- Ensure all society filings remain current and compliant with the BC Societies Act.
- When no designated staff are available, act as liaison with the public, partner organizations, and government agencies.

Governance Note: The Secretary plays a critical compliance role and ensures transparency and record-keeping integrity.

Conflict of Interest: The Secretary should be free of material conflicts of interest and disclose any matters that could compromise their ability to perform as a director.

Qualifications and Experience: Previous volunteer experience with a non-profit organization is preferred. Familiarity with the laws and regulations governing non-profits is also an asset.

Personal Abilities and Skills:

The secretary should ideally have the following abilities:

- Committed to making a difference in the club.
- Receptive to change.
- Capacity to provide informed viewpoint during group discussions at board meetings.
- Rationally consider opposing ideas and viewpoints.
- Strong interpersonal and communication abilities.
- Maintain confidentiality

Knowledge and skills:

- Solid understanding of the club's constitution, bylaws, policies, and procedures.
- Proficiency in managing administrative tasks using appropriate tools and technology.
- Strong organizational and record-keeping skills, with attention to detail.
- Effective written and verbal communication skills.
- Ability to manage and prioritize tasks, delegate when appropriate, and meet deadlines.
- Basic knowledge of financial management principles.

Safeguarding: As with all Board members, the Secretary role will be subject to a Criminal Record Check administered by Swim BC and the Criminal Review Program (Government of BC).

Treasurer

The Treasurer is responsible for overseeing the financial affairs of the club and ensuring sound fiscal management. Working closely with administrative staff or bookkeepers, the Treasurer provides regular financial reporting to the Board to support informed decision-making, manage financial risk, and maintain transparency with members.

Key responsibilities:

- Oversee the club's financial affairs and ensure sound financial management practices are in place.
- Review and approve the annual budget for Board consideration.
- Monitor financial reports and ensure accurate tracking of income, expenses, and cash flow.
- Ensure proper records are maintained in accordance with the *B.C. Societies Act* and that reporting obligations (e.g., audits, tax filings) are met.
- Present financial updates at Board meetings and report annually to the membership.
- Serve as a signing officer for banking, investment, and borrowing activities.
- Provide guidance and oversight to staff or bookkeepers on financial processes, payroll, grant reporting, and membership tracking as needed.

Governance Note: While the Treasurer leads financial oversight, the full Board remains collectively responsible for KAC's financial stewardship.

Conflict of Interest: The Treasurer should be free of material conflicts of interest and disclose any matters that could compromise their ability to perform as a director.

Qualifications and Experience:

- Experience in a financial, or leadership role in a non-profit or volunteer-based organization is preferred.
- Familiarity with budgeting and financial oversight.
- Fundraising experience is an asset.

Personal Abilities and Skills:

The Treasurer should ideally have:

- A commitment to supporting the club's success and financial sustainability.

- Basic financial literacy, including understanding budgets, cash flow, and financial statements.
- Attention to detail and accuracy in reviewing financial information.
- Ability to analyze financial data and provide clear, informed advice to the Board.
- Openness to change and new ideas.
- Strong interpersonal and communication skills to explain financial matters in plain language.
- Willingness to consider diverse perspectives and work collaboratively.
- Discretion and the ability to maintain confidentiality.

Safeguarding: As with all Board members, the Treasurer role will be subject to a Criminal Record Check administered by Swim BC and the Criminal Review Program (Government of BC).

Directors-at-Large

Directors at Large support the Board in advancing the club's goals, ensuring effective governance, and protecting the club's long-term interests. They work collaboratively with the President, Secretary, Treasurer, and other Board members to:

- Help set and achieve the club's strategic objectives.
- Ensure the club is administered in compliance with the *B.C. Societies Act*, its constitution, bylaws, and policies.

Key responsibilities:

- Attend and participate in Board meetings and club events
- Act honestly, in good faith, and in the best interests of the club.
- Support the development and implementation of strategic initiatives in collaboration with the Board.
- Understand and uphold the club's constitution, bylaws, policies, and procedures.
- Take on specific roles or portfolios as assigned by the President or Board.
- Assist the President, Secretary, and Treasurer as needed.
- Attend and actively contribute to Board and committee meetings.
- Support and represent Board decisions publicly, even if personal views differ, in accordance with collective governance.

Conflict of Interest: Directors at Large should be free of material conflicts of interest and disclose any matters that could compromise their ability to perform as a director.

Personal Abilities and Skills:

A Director at Large should ideally demonstrate the following:

- A strong commitment to contributing positively to the club's success and long-term sustainability.
- The ability to think critically and contribute informed, constructive viewpoints during Board discussions.
- Openness to diverse perspectives and a willingness to engage in respectful debate.
- A collaborative mindset and the ability to work as part of a team, sharing leadership and supporting collective decisions.
- Willingness to embrace change and support continuous improvement.
- Strong interpersonal and communication skills.

- Discretion and the ability to maintain confidentiality in all Board matters.

Safeguarding: As with all Board members, Directors at Large will be subject to a Criminal Record Check administered by Swim BC and the Criminal Review Program (Government of BC).

Officer Appointment and Terms

- Officers are appointed annually by the Board at the first meeting following the Annual General Meeting.
- While officer roles may be renewed, rotation in leadership positions is encouraged over time to build capacity and foster succession.

Standing Committees

Standing Committees are permanent committees established by the Board of Directors to support the effective governance and oversight of the Kamloops Aquatics Club (KAC). These committees focus on specific areas of responsibility critical to the organization's operations and long-term health, including governance, finance, human resources, and nominations.

Purpose and Function

Standing Committees serve as advisory bodies to the Board. They provide informed recommendations, perform due diligence in their respective areas, and support the Board in fulfilling its fiduciary and strategic responsibilities. While Standing Committees may carry out work on behalf of the Board, they do not possess independent decision-making authority unless specifically delegated by the Board through formal resolution.

The primary purposes of Standing Committees include:

- Supporting oversight and risk management within their mandate.
- Conducting detailed review and analysis that would be impractical for the full Board to manage.
- Recommending policies, procedures, or actions for Board consideration.
- Enhancing Board efficiency by distributing workload and bringing focused expertise to key areas.

Accountability and Reporting

Standing Committees are accountable to the Board of Directors, not to the general membership.

They report directly to the Board through:

- Regular written or verbal updates at scheduled Board meetings.
- Formal recommendations presented for Board approval.
- Annual reports summarizing key activities, challenges, and recommendations.

Standing Committees do not act independently of the Board, nor do they represent the Board unless expressly authorized. All committee activities must align with the club's bylaws, strategic priorities, and policies.

Reporting to the Membership

Although Standing Committees report to the Board, a summary of their work should be included in the club's Annual Report or presented verbally at the Annual General Meeting (AGM) as part of overall transparency and accountability to the membership. This reporting is informational in nature and does not replace or supersede the Board's authority to approve or act on committee recommendations.

Committee Composition and Chairing

Each Standing Committee is chaired by a Board Director and may include other Directors, members of the club, or individuals with specific expertise, as approved by the Board. The Board establishes committee membership, terms of reference, and deliverables. Committee Chairs are responsible for:

- Convening and chairing committee meetings.
- Ensuring minutes or records of meetings are maintained.
- Coordinating with staff or external experts as needed.
- Reporting to the Board in a timely and accurate manner.

The President is an ex-officio (non-voting) member of all Standing Committees unless otherwise determined by the Board.

Current Standing Committees

The Kamloops Aquatics Club currently maintains the following Standing Committees:

- Governance and Nominations Committee: Reviews bylaws, policies, board effectiveness; supports good governance practices and oversee Board succession planning, recruitment, and orientation of new Directors.
- Finance Committee: Monitors financial performance, budgeting, and risk; supports audit preparation and financial oversight.
- Human Resources Committee: Assists with HR policies, staff relations, and performance management practices.

The Board may establish additional Standing, Ad Hoc or Operational Committees as required to fulfill its responsibilities. More about Operational Committees after the Standing Committee Terms of Reference.

Standing Committee Terms of Reference

What are Terms of Reference?

Terms of Reference (TOR) are formal documents that outline the purpose, scope, structure, and operating procedures of a committee. They serve as a foundational guide for how each committee functions, ensuring that its work aligns with the broader goals and responsibilities of the organization and its Board of Directors.

Each Standing Committee of the Kamloops Aquatics Club operates under a specific TOR that clearly defines:

- Mandate and scope of work
- Authority and limitations
- Membership composition and roles
- Meeting frequency and quorum requirements

- Reporting obligations to the Board and/or membership
- Review and evaluation processes

Why are Terms of Reference important?

1. **Clarity of Purpose**
TORs ensure that all committee members understand their mandate, priorities, and how their work contributes to the organization's mission and governance framework.
2. **Consistency and Accountability**
A well-defined TOR promotes consistency in how each committee operates and helps establish expectations for performance, conduct, and deliverables. It also provides the Board with a benchmark for oversight and accountability.
3. **Boundaries and Governance Alignment**
TORs ensure that Standing Committees operate within their delegated authority and do not assume decision-making responsibilities reserved for the Board. They clarify advisory versus operational roles and prevent scope creep.
4. **Transparency and Communication**
TORs facilitate effective communication between committees, the Board, and the membership by outlining how information flows, including how recommendations are reported and acted upon.
5. **Continuity and Transition**
In volunteer-led organizations, turnover is common. TORs support smooth transitions by providing a documented record of the committee's structure, expectations, and procedures, helping new members integrate quickly and effectively.

The Importance of Adherence

Strict adherence to each committee's TOR is essential to maintaining integrity in governance processes. When committees stray from their defined roles or fail to report as required, it can create confusion, inefficiencies, and governance risk. Adhering to the TOR safeguards the committee's legitimacy, ensures alignment with the Board's direction, and reinforces accountability to the club's membership.

TORs are reviewed periodically—at minimum annually or when significant changes occur—to ensure they remain relevant, practical, and aligned with the club's evolving needs.

Terms of Reference - Governance & Nominations Committee

Mandate

The Governance & Nominations Committee is a standing committee of the KAC Board responsible for:

- 1) overseeing the club's governance framework, bylaws, and key policies;
- 2) supporting Board development and effectiveness; and
- 3) managing the nominations process to ensure the Board is composed of qualified, diverse, and committed individuals.

Purpose

To maintain a current and effective governance structure that supports the club's mission and values, and to ensure that the Board is composed of individuals with the skills, experience, and commitment necessary for effective leadership.

Key Duties

Governance Functions:

- Review and recommend updates to bylaws, Board policies, and committee terms of reference.
- Ensure Board operations comply with the BC Societies Act and KAC's governing documents.
- Provide guidance on governance best practices and emerging trends.
- Support Director onboarding and ongoing development.
- Monitor Board performance and recommend improvements to structures or processes.

Nominations & Succession Functions:

- Maintain and update a Board skills matrix to identify recruitment priorities.
- Develop and implement a transparent nominations process.
- Solicit, review, and interview prospective Board and committee candidates.
- Recommend a slate of qualified candidates for election or appointment.
- Identify and encourage future leadership candidates to support long-term succession planning.

Composition and Appointment

3 to 5 members, including at least one Director as Chair. May include up to two non-Director members with governance or recruitment experience. Members are appointed annually by the Board.

Meetings

At least three times per year or as needed, with increased frequency during the nominations cycle. Quorum is a majority of members, including one Director. Meetings may be held in person or electronically.

Reporting

Provides summary reports to the Board following each meeting. Prepares and presents a nominations report for the AGM and supports governance-related updates to the membership as needed.

Term of Appointment

Members serve from appointment until the next re-striking of the committee, typically reviewed annually.

Conflict of Interest

Members must declare any actual, potential, or perceived conflicts of interest. The Chair, in consultation with the committee, will determine mitigation steps.

Evaluation and Review

The Board will periodically review the effectiveness of the committee and these Terms of Reference, at least every two years.

Terms of Reference - Finance Committee

Mandate

Provides financial oversight and supports sound fiscal stewardship of the club.

Purpose

To review financial performance, budgets, and internal controls and provide financial guidance to the Board.

Key Duties

- Review and recommend the annual operating budget and any significant capital budgets.
- Ensure the Board receives timely financial updates at regular meetings, including income statements and budget-to-actual reports.
- Review quarterly financial performance and year-end financial reporting.
- Support development and updates to the Finance Policy.
- Provide input on financial strategy, reserves, and long-term planning.

Composition and Appointment

3 to 5 members, chaired by the Treasurer. The Head Coach serves as a non-voting member in their capacity as the club's lead staff member responsible for day-to-day operations. Additional members may include Directors or non-Director individuals with relevant financial expertise, as appointed by the Board.

Meetings

At least quarterly, ideally every second month beginning in October. Quorum is a majority of members including one Director.

Reporting

Provides summary updates to the Board and supports financial reporting at the AGM.

Term of Appointment

Members serve from appointment until the next re-striking of the committee, typically reviewed annually.

Conflict of Interest

Members must declare any actual, potential, or perceived conflicts of interest. The Chair, in consultation with the committee, will determine mitigation steps.

Evaluation and Review

The Board will periodically review the effectiveness of the committee and these Terms of Reference, at least every two years.

Terms of Reference - Human Resources Committee

Mandate

Advises the Board on staffing, leadership, and HR policy matters, primarily focused on the Executive Director or senior staff.

Purpose

To ensure HR practices are appropriate for a community sport organization and reflect ethical, effective leadership.

Key Duties

- Support annual performance review of the Head Coach.
- Advise on staff compensation recommendations and organizational structure.
- Review key HR policies including the employee handbook.
- Support succession planning for leadership roles.
- **Review and recommend updates to employment contracts for staff, ensuring terms are clear, current, and aligned with legal and organizational standards.**
- **Advise on the development of new employment contracts as required, including for new roles or staffing changes.**

Composition and Appointment

3 members including at least one Director as Chair. May include one non-Director with HR experience.

Meetings

At least twice per year or as needed. Quorum is a majority of members.

Reporting

Provides summary updates to the Board and assists with HR-related content for the AGM if applicable.

Term of Appointment

Members serve from appointment until the next re-striking of the committee, typically reviewed annually.

Conflict of Interest

Members must declare any actual, potential, or perceived conflicts of interest. The Chair, in consultation with the committee, will determine mitigation steps.

Evaluation and Review

The Board will periodically review the effectiveness of the committee and these Terms of Reference, at least every two years.

Annual Report Expectations for Standing Committees

Each year, standing committees are expected to submit a brief report summarizing their work for inclusion in the Kamloops Aquatics Club's Annual General Meeting (AGM) materials. This reporting

ensures transparency and accountability to the membership and provides a year-over-year record of the Club's governance, operations, and strategic progress.

Committee Chairs are responsible for preparing these reports, ideally with input from other committee members. The report should include:

- A list of committee members;
- The timeframe covered by the report (typically the past fiscal year);
- A summary of key activities and initiatives;
- Any action items or follow-ups that remain outstanding;
- Recommendations for the incoming Board or committee;
- Any broader observations or learnings that may benefit the organization.

Standing Committee reports are due to the Secretary or President in advance of the AGM and should be written clearly and concisely for member review.

Operational Committees and Their Scope

Overview

Operational Committees are task-specific, time-bound, or ongoing working groups that support the day-to-day execution of club programs and services. These committees are not governance bodies and do not report to the Board. Instead, they operate within the club's approved strategy, budget, and policies, supporting delivery of the operational plan under the direction of staff.

These committees are essential to club life, contributing to the successful execution of activities such as swim meets, fundraising, communications, equipment maintenance, volunteer coordination, and more.

Purpose and Scope

The purpose of Operational Committees is to:

- Deliver specific projects or functions that support the club's programs.
- Mobilize parent/volunteer support in a coordinated and effective way.
- Provide advisory input and assistance to staff in their areas of responsibility.
- Relieve administrative burden from the Head Coach and/or administrative staff.

These committees do **not**:

- Set policy or strategic direction.
- Represent the club publicly without authorization.
- Make financial commitments outside of approved budgets.

Reporting Relationship

Operational Committees work under the direction and coordination of the Head Coach, who functions as the club's senior staff member (akin to an Executive Director). The Head Coach provides operational oversight, ensures alignment with programming goals, and brings recommendations to the Board when necessary.

In situations where the Head Coach may lack experience in program administration or volunteer coordination, the Board may appoint a staff liaison or designate a knowledgeable Board member to support the Head Coach in coordinating these committees, without undermining staff authority.

Committee Operations – A Primer

To support clarity and effectiveness, Operational Committees should adhere to the following principles:

1. Defined Purpose

Each committee should have a clear mandate or event-based goal (e.g., host a successful swim meet, organize a raffle fundraiser). If ongoing, a brief “scope of work” should be agreed upon with the Head Coach.

2. Volunteer Leadership

Committees are typically chaired by a parent or volunteer with relevant interest or experience. The Chair works closely with the Head Coach (or designate) to coordinate tasks, timelines, and volunteers.

3. Communication

Committees should maintain open communication with staff and avoid acting independently. Meeting summaries, updates, or post-event debriefs can help capture learning and continuity.

4. Financial Controls

Committees may only make purchases or commitments within pre-approved budgets. All purchases must follow the club’s financial policies (e.g., receipts submitted for reimbursement, use of club accounts, etc.).

5. Volunteer Management

If a committee requires additional volunteers, they may coordinate signups but should defer to staff for any background checks, Safe Sport requirements, or role assignments involving athlete interaction.

6. Term and Dissolution

Operational Committees may be ongoing (e.g., Fundraising) or time-limited (e.g., Swim Meet). Once their purpose is complete, they are disbanded or restructured as needed.

Examples of Operational Committees

Below are examples of Operational Committees that may be established by the Head Coach or club staff:

Committee	Typical Role
Meet Hosting	Plan, organize, and execute club-hosted swim meets. Liaise with officials, secure volunteers, and manage logistics
Fundraising	Develop and implement club fundraising initiatives. May include raffles, auctions, swim-a-thons, etc.

Social Events	Organize seasonal banquets, team-building events, or recognition activities
Equipment and Facilities	Assist with inventory, storage, signage, and pool deck logistics
Communications and Media	Support website updates, social media posts, newsletters, or athlete profiles

Board Skills Matrix

Overview

A Board Skills Matrix is a practical tool used to identify the collective skills, experience, and knowledge represented on a Board of Directors — and to highlight potential gaps. It helps ensure the Board, as a whole, possesses the necessary competencies to govern effectively and to support the club's strategic and operational needs.

The matrix is not about evaluating individual performance. Rather, it provides a high-level snapshot that supports:

- **Recruitment and nominations** (by identifying needed expertise);
- **Succession planning** (by planning for turnover or term limits);
- **Board development** (by guiding training or onboarding efforts).

KAC's Governance and Nominations Committee should review the Board Skills Matrix annually, update it as needed, and use it to inform director recruitment, committee composition, and succession strategies.

Directors are asked to self-assess their skills using the matrix. Honesty and humility are encouraged — no single director is expected to cover all areas.

Sample Board Skills Matrix

This sample Board Skills Matrix is a tool for identifying the strengths and gaps in skills and expertise across the Board of Directors. Each director self-assesses their level of experience using the following scale:

- 1 – Limited or no experience
- 2 – Some understanding; able to contribute with support
- 3 – Strong knowledge; confident contributing in this area
- 4 – Expert; able to lead or mentor others in this area

Skill Area	Dir 1	Dir 2	Dir 3	Dir 4	Dir 5	Dir 6	Dir 7	Dir 8	Dir 9	Board Average
Governance / Policy Development	3	2	4	2	3	3	2	4	2	2.8
Financial Literacy / Budgeting	2	3	3	1	3	2	3	3	1	2.3
Strategic Planning	4	3	3	2	2	4	3	3	2	2.9

Fundraising / Sponsorship	2	2	1	3	1	2	2	1	3	1.9
Human Resources / Hiring	3	1	2	2	3	3	1	2	2	2.1
Contract Development / Review	3	2	3	2	2	3	2	3	2	2.4
Legal / Risk Management	2	2	2	1	1	2	2	2	1	1.7
Club Operations / Program Delivery	4	3	3	2	4	4	3	3	2	3.1
Safe Sport / Ethics	3	3	2	2	3	3	3	2	2	2.5
Community Engagement / Advocacy	3	4	3	2	3	3	4	3	2	3.0
Equity, Diversity, Inclusion (EDI)	2	3	2	2	2	2	3	2	2	2.2

Section 3. Director Expectations and Commitments

Serving as a Director of the Kamloops Aquatics Club is both an honour and a serious responsibility. Directors are entrusted with guiding the Club's long-term success, safeguarding its mission, and ensuring it operates in compliance with its legal and ethical obligations.

This section outlines the standards of conduct, legal duties, and governance practices expected of all Board members. It is intended to:

- Clarify the role of Directors under the **BC Societies Act** and related legislation
- Reinforce the values of accountability, integrity, and good faith decision-making
- Provide tools and resources to support Directors in fulfilling their responsibilities effectively

Whether you are a current or prospective Director, the commitments described here reflect the collective expectations of the Board and form the foundation for a high-functioning, trust-based governance culture.

Legal Responsibilities of Directors

As a Director of the Kamloops Aquatics Club, you hold a position of trust and legal responsibility under the **BC Societies Act** and other applicable laws. Regardless of your background or experience, all Directors share three core duties:

1. Duty of Care
 - Act with the level of care, diligence, and skill that a reasonably prudent person would exercise in similar circumstances.
 - Be informed about the Club's activities, finances, and legal obligations.
 - Prepare for and actively participate in Board meetings, asking questions and seeking clarification when needed.
2. Duty of Loyalty
 - Place the interests of the Club above personal, professional, or third-party interests.
 - Avoid situations where your personal interest's conflict — or appear to conflict — with those of the Club.
 - Disclose any potential conflict of interest promptly and follow the Board's process for recusal when necessary.
3. Duty of Obedience
 - Ensure the Club operates within the purposes stated in its Constitution and in compliance with all laws and regulations.
 - Follow and uphold the Club's bylaws, policies, and Board decisions.

Key Legal Considerations:

- Directors can be held personally liable if they fail to meet these duties, particularly in matters involving financial oversight, employment law, or statutory compliance (e.g., safety, privacy, tax filings).
- Protection from liability is available when Directors act in good faith, within their authority, and in accordance with the standard of care required by the BC Societies Act.

- Directors are strongly encouraged to familiarize themselves with the Club's bylaws, and the BC Societies Act if a deeper understanding is desired.

Director Legal Duties – Quick Guide

(Aligned with the BC Societies Act and good governance practices)

Your Core Responsibilities:

Duty	What It Means	In Practice
Duty of Care	Act with the care, diligence, and skill of a reasonably prudent person.	• Read materials before meetings • Ask questions and seek clarity • Keep informed about Club operations & finances
Duty of Loyalty	Put the Club's interests ahead of personal or outside interests.	• Disclose conflicts of interest • Avoid situations where personal gain could influence decisions • Follow conflict-of-interest procedures
Duty of Obedience	Follow the Club's purposes, bylaws, and the law.	• Ensure activities align with the Constitution & bylaws • Comply with applicable laws (e.g., safety, privacy, tax) • Support Board decisions once made

Legal Considerations for Directors

- **Personal Liability:** Directors can be held personally liable for failing to meet legal duties, especially in areas such as:
 - Unpaid employee wages
 - Statutory remittances (e.g., payroll deductions, WorkSafe BC, etc.)
 - Breach of safety or privacy laws
- **Good Faith Protection:** Acting honestly, in good faith, and within the scope of your authority generally protects you from liability.
- **Oversight Matters:** Even if you're not a financial expert, you are expected to understand the basics of the Club's finances and ask questions.

Practical Tips for Directors

- Attend and actively participate in meetings
- Keep Club information confidential
- Become familiar the BC Societies Act (at least the sections on Director duties)
- Speak up if something doesn't seem right
- Seek independent advice if needed

Please Remember:

Your role is governance — setting direction, ensuring accountability, and safeguarding the Club's mission — not managing day-to-day operations.

Fiduciary Duties and Good Faith Expectations

As a Director of the Kamloops Aquatics Club, you act as a **fiduciary** of the organization. A fiduciary is someone who is entrusted to act on behalf of another, in this case, the Club and its members and is legally and ethically bound to put the organization's interests first.

Under the BC Societies Act, fiduciary duties go beyond simply following the law; they require Directors to exercise judgment with honesty, fairness, and integrity.

Key Elements of Fiduciary Duty

1. Act in the Best Interests of the Club
 - Place the needs of the Club and its members ahead of your own personal, professional, or third-party interests.
 - Support decisions that benefit the organization as a whole, even when you may personally disagree.
2. Act Honestly and in Good Faith
 - Make decisions with sincerity and a genuine commitment to the Club's mission and values.
 - Avoid actions that could be perceived as self-serving, deceptive, or damaging to the Club's reputation.
3. Exercise Independent Judgment
 - Bring your own informed perspective to Board discussions.
 - Resist pressure from outside parties, special interest groups, or individual members that could unduly influence your decision-making.
4. Protect the Club's Assets
 - Safeguard the Club's financial resources, property, and reputation.
 - Ensure resources are used efficiently, transparently, and in ways that directly support the Club's purposes.

Attendance and Participation Standards

Serving on the Board of the Kamloops Aquatics Club is a commitment to active, engaged governance. Directors are entrusted with decisions that shape the Club's direction, safeguard its resources, and support its mission. This requires consistent attendance at Board and committee meetings and meaningful participation in discussions and decision-making.

Why Attendance Matters

- Decisions are made collectively, and every Director's perspective strengthens the Board's work.
- Missing meetings reduces your ability to stay informed, contribute, and exercise your legal duties of care and loyalty.
- A pattern of absences places additional burdens on other Directors and can undermine the Board's effectiveness and credibility.

Participation Expectations

All Directors are expected to:

- Attend all scheduled Board meetings, the Annual General Meeting (AGM), and relevant committee meetings, except in unavoidable circumstances.
- Arrive prepared, having read meeting materials in advance and ready to discuss and make decisions.
- Contribute constructively, listen respectfully to others, and work toward consensus.
- Follow through promptly on any action items or commitments assigned during meetings.

Understanding the Commitment Before Joining

Prospective Directors should carefully consider the time and energy required for this role. Serving as a Director means prioritizing Board duties alongside personal and professional responsibilities.

This includes being available for:

- Regular monthly Board meetings (or as scheduled)
- Committee work as assigned
- Special meetings or events that require Board presence
- Occasional preparation or review work between meetings

Minimum Standard

A Director who misses three consecutive meetings without reasonable cause, or whose attendance falls below an acceptable threshold set by the Board, may be asked to reconsider their ability to fulfill the role.

Director Time Commitment Overview

Activity	Frequency	Time Required (estimated)	Notes
<i>Regular Board Meetings</i>	Monthly (10–12 / year)	~2 hours each + 1-2 hours preparation	Preparation includes reading the agenda, draft minutes, reports, and background materials in advance.
<i>Committee Meetings</i>	Every other month or as needed	1-1.5 hours each + preparation	Directors should expect to serve on at least one standing committee.
<i>Annual General Meeting (AGM)</i>	Annually	2–3 hours + preparation	Preparation may include reviewing reports and helping present material to the membership.
<i>Club Events / Representation</i>	~ 2–4/year	2–4 hours each	Examples: swim meets, awards events, or representing the Board at community functions.
<i>Follow-Up / Action Items</i>	Ongoing	1–2 hours/month	Completing tasks assigned during Board or committee meetings.

Confidentiality and Integrity Standards

As a Director, you will have access to sensitive information about the Kamloops Aquatics Club — including financial data, staffing matters, member information, and internal Board discussions. Confidentiality means protecting this information from unauthorized disclosure. Integrity means acting with honesty, fairness, and consistency in all your dealings, both inside and outside the Boardroom.

Confidentiality protects the Club's interests and the privacy of individuals. Integrity builds trust with members, staff, partners, and the broader community.

What This Requires in Practice

- Protecting sensitive information – Do not share Board documents, discussions, or decisions that are not intended for public release.
- Respecting privacy – Safeguard personal information about members, athletes, staff, and fellow Directors.
- Acting consistently with decisions – Even if you disagreed during deliberations, present the Board's final decision as your own when communicating externally.
- Demonstrating honesty – Provide truthful, accurate information in all Board communications and reports.
- Avoiding misrepresentation – Do not speak on behalf of the Board or the Club unless authorized to do so.

Common Situations Where Confidentiality or Integrity Are Tested

- Staffing issues – Discussing personnel matters outside of the Boardroom, leading to rumors or mistrust.
- Financial matters – Sharing preliminary budget discussions before they are approved, causing confusion or concern among members.
- Competitive or strategic decisions – Sharing early discussions about training group decisions, training times, or facility agreements before they are finalized, potentially or causing confusion among members.
- Post-decision communications – Publicly criticizing a Board decision after it has been adopted, undermining collective governance.

Why It Matters

Maintaining confidentiality and acting with integrity:

- Protects individuals from reputational harm, discrimination, or conflict.
- Preserves trust between the Board, staff, and members.
- Prevents legal risk associated with privacy breaches or defamation.
- Strengthens credibility so stakeholders feel confident engaging with the Club.

A single breach of confidentiality or lapse in integrity can damage relationships, erode confidence in the Board, and expose the Club to legal or reputational risk.

Guiding Questions for Directors

1. *Is this information mine to share?*
 2. *Would sharing this information harm the Club or any individual?*
 3. *Am I representing the Board's position accurately, even if I personally disagreed?*
 4. *Would members or the public see my actions as fair, honest, and respectful?*
-

Kamloops Aquatics Club – Board Policy

Date of Approval: [Insert Date]

Approved by: KAC Board of Directors

Next Review: [Insert Date, typically 2 years after approval]

Policy Statement

The purpose of this policy is to clearly define the roles, responsibilities, and expectations of the Kamloops Aquatics Club (KAC) Board of Directors. It provides a framework for accountability between Directors and the membership, and ensures the Board operates in alignment with the Club's bylaws, values, and strategic direction.

Authority of the Board of Directors

In accordance with the BC Societies Act and the KAC Bylaws, the Board of Directors is responsible for:

- Approving and overseeing all matters of policy, procedure, budget, and strategic planning.
- Approving the annual financial statements and ensuring compliance with audit or review requirements.
- Providing leadership and direction to ensure the long-term health and sustainability of the Club.

Board Structure

- The KAC Board is composed of **nine (9) elected voting Directors** as outlined in the bylaws.
- Officer positions of **President, Secretary, and Treasurer** are appointed by the Board within 21 days of the Annual General Meeting (AGM).
- The remaining positions are Directors-at-Large, who may chair committees or take on specific Board-assigned portfolios.

Role of Directors

Directors are expected to meet high standards of conduct and diligence in carrying out their responsibilities to KAC.

- a) **Duty of Care** – Directors must act with the diligence, skill, and prudence that a reasonably competent person would exercise in similar circumstances. They are expected to be informed, prepared, and engaged in decision-making.
- b) **Duty of Loyalty** – Directors must place the interests of KAC above personal or external interests, and must not use information obtained through their position for purposes other than advancing the Club's best interests.
- c) **Individual Director Responsibilities**

Expectations of Directors:

- Fulfil all responsibilities impartially and in the best interests of KAC.
- Act professionally and support the reputation of the Club.
- Refrain from publicly criticizing Board decisions once made.
- Be informed about KAC's mission, programs, policies, and services.
- Follow all KAC policies, including Conflict of Interest, Code of Conduct, Safe Sport, and Equity & Inclusion policies.
- Build constructive working relationships with fellow Directors, staff, coaches, and volunteers.

Meetings & Committees:

- Attend and participate in Board meetings, the AGM, and key Club events.
- Serve on committees as assigned and complete committee work on time.
- Contribute actively to committee discussions and deliverables.

Organizational Improvement:

- Participate in Board self-evaluations and planning efforts.
- Identify and suggest qualified candidates for Board and committee roles.
- Seek opportunities to expand relevant skills and knowledge (e.g., governance, fundraising, sport administration).

Board Meeting Attendance

- The annual Board meeting schedule will be set within 30 days of the AGM.
- A Director who misses three consecutive meetings without reasonable cause, or whose attendance falls below an acceptable threshold set by the Board, may be asked to reconsider their ability to fulfill the role.
- Absences must be communicated to the President in advance; Directors are responsible for reviewing materials from any missed meeting.

Orientation and Training

- New Directors will receive an orientation to the Board's roles, responsibilities, and governance processes.
- Directors are encouraged to participate in training opportunities to strengthen their governance capacity.

Discipline and Removal of a Director

- The process for removing a Director will follow the provisions of the KAC Bylaws and the BC Societies Act.

Committees

Standing Committees are established to carry out specific areas of governance and oversight.

Standing Committees currently include:

- Governance & Nominations Committee
- Finance Committee
- Human Resources Committee

Each committee operates under a Board-approved Terms of Reference (see Section 2 of this Manual), reports directly to the Board, and may include non-Director members with relevant expertise.

Conflict of Interest

What is a Conflict of Interest?

A conflict of interest arises when a Director's personal, professional, financial, or family interests interfere, or appear to interfere, with their duty to act in the best interests of the Kamloops Aquatics Club (KAC). Conflicts may be:

- Real: A Director has a direct stake that could influence their judgment.
- Potential: A foreseeable situation that could develop into a conflict.
- Perceived: When a reasonable person might believe a Director's impartiality is compromised, even if no actual conflict exists.

Why It Becomes an Issue at the Club Board Level

At the club level, conflicts of interest are common and often unavoidable because Directors are also parents, volunteers, coaches, or community members directly involved in operations. While most conflicts are not the result of bad faith, they must be recognized and managed. If unmanaged, conflicts can:

- Undermine trust in Board decisions.
- Create reputational risks.
- Lead to legal breaches under the BC Societies Act.

Why It Is Difficult to Avoid

KAC is a community-based club, so Directors often have close ties with swimmers, coaches, and families. For example, Directors will likely also be parents of athletes and serve in multiple roles in the club (e.g., officiating). Rather than prohibiting these circumstances, KAC's approach is to acknowledge, declare, and manage conflicts transparently.

Kamloops Aquatics Club - Conflict of Interest Policy

Date of Approval: [Insert Date]

Approved by: KAC Board of Directors

Next Review: [Insert Date, typically 2 years after approval]

Policy Statement

The Kamloops Aquatics Club (KAC) is committed to ensuring that its governance and decision-making are conducted with integrity, transparency, and fairness. Directors are entrusted with advancing the best interests of the Club and must manage their responsibilities in ways that maintain the confidence of members, athletes, coaches, and the broader community.

Because KAC is a community-based organization, it is expected that Directors will also have close connections to athletes, coaches, and club operations. These relationships are not in themselves conflicts of interest. A conflict arises only when personal, financial, or other external interests could, or could appear to improperly influence a Director's judgment or decisions.

This policy provides clear expectations and procedures for identifying, declaring, and managing conflicts of interest. By following these principles, the Board ensures that its decisions are impartial, accountable, and consistent with its duty to act in the best interests of the Club.

Purpose

The purpose of this policy is to preserve the integrity and transparency of KAC decision-making by identifying, disclosing, and managing conflicts of interest.

Scope

This policy applies to all KAC Directors, Officers, committee members, and others acting in governance roles.

Definitions

- **Conflict of Interest:** Any situation in which personal, financial, or relational interests influence, or could be perceived to influence, a Director's duty to act in KAC's best interests.
- **Pecuniary Interest:** Situations involving the likelihood of financial gain or loss.
- **Non-Pecuniary Interest:** Situations involving personal or family relationships, volunteer roles, or reputational factors.

Obligations of Directors

Directors must:

1. Act at all times in the best interests of KAC.
2. Disclose any real, potential, or perceived conflict of interest as soon as it arises.
3. Withdraw from discussion and abstain from voting on matters where a conflict exists.
4. Ensure that disclosure is recorded in Board minutes.

Typical Conflict Situations

Conflicts may include, but are not limited to:

- Transacting business with KAC where a Director has a direct or indirect financial interest.
- A family member of a Director being employed by, or receiving a contract from, KAC.

- Serving on multiple committees where duties may conflict.
- Receiving gifts, services, or favors from individuals or businesses engaged with KAC.
- Using confidential information obtained as a Director for personal benefit.

Declaration Process

- All Directors must complete an annual Conflict of Interest Declaration Form (Appendix A of this policy).
- A standing agenda item at each Board meeting will allow for updates or new disclosures.
- The Board Chair (or Vice-Chair if the Chair is conflicted) will determine whether a conflict exists and how it will be managed.
- If a conflict is declared during a meeting, the Director must leave the room (or virtual discussion) while the matter is considered.

Management of Conflicts

- Declared conflicts will be documented in the meeting minutes.
- Conflicted Directors must abstain from both discussion and voting.
- In significant or ongoing cases, the Board may request that the Director step back from responsibilities or resign.

Enforcement

Failure to disclose a conflict of interest may result in Board review and potential disciplinary action, including removal under the KAC Bylaws and the BC Societies Act.

Appendix A – KAC Conflict of Interest Declaration Form

Director Conflict of Interest Declaration

Name:	
Position/Title:	
Declaration:	☐ I have no conflicts of interest to declare. ☐ I declare the following conflict of interest:
Details:	

Acknowledgement:

I understand that if I have any personal interest sufficient to influence, or appear to influence, my Board duties, I must declare the interest and withdraw from decisions where the conflict exists.

Signature: _____ Date: _____

KAC Board Code of Conduct / Code of Ethics

Date of Approval: [Insert Date]

Approved by: KAC Board of Directors

Next Review: [Insert Date, typically 2 years after approval]

Policy Statement

The Kamloops Aquatics Club (KAC) is committed to maintaining a governance culture built on trust, respect, and accountability. Directors are expected to conduct themselves in a manner that upholds the integrity of the Club, reflects positively on the Board, and promotes confidence among members, athletes, coaches, partners, and the community.

This Code of Conduct sets clear expectations for behavior and decision-making by Directors. By following these standards, Directors demonstrate their commitment to collective leadership, ethical governance, and advancing the best interests of KAC above personal or external interests.

Purpose

The purpose of this Code is to:

- Establish shared standards of conduct for KAC Directors.
- Provide guidance for ethical decision-making and respectful interactions.
- Ensure the Board functions with unity, professionalism, and transparency.

Scope

This policy applies to all Directors of the Kamloops Aquatics Club, including Officers and Directors-at-Large, when acting in their role as members of the Board.

Guiding Principles

Directors of KAC are expected to:

1. *Act in the Best Interests of the Club*: Place the welfare of KAC ahead of personal, professional, or third-party interests.
2. *Demonstrate Integrity*: Be honest, fair, and consistent in all actions and decisions.
3. *Show Respect*: Treat fellow Directors, staff, coaches, athletes, volunteers, and members with dignity and courtesy.
4. *Be Accountable*: Take responsibility for decisions, actions, and commitments made as part of the Board.
5. *Support Collective Governance*: Speak with one voice once Board decisions are made, even if individual opinions differ.

Standards of Conduct

All Directors must:

- Confidentiality – Protect sensitive Board discussions, personal information, and club records from unauthorized disclosure.
- Respectful Communication – Engage in constructive dialogue, listen actively, and avoid personal attacks or hostile behavior.
- Conflict of Interest – Disclose and manage any conflicts in accordance with the KAC Conflict of Interest Policy.
- Board Unity – Refrain from publicly criticizing Board decisions once they have been adopted.

- Professionalism – Conduct themselves in ways that reflect positively on the reputation of KAC.
- Compliance – Follow the BC Societies Act, KAC Bylaws, Board Policies, Swim BC safe sport principles.

Commitment to the Board Team

Directors will:

- Prepare for and participate fully in Board and committee meetings.
- Respect differences of opinion and work toward consensus.
- Support the President/Chair in their leadership role and respect the responsibilities of Officers.
- Contribute to a positive, collaborative Board culture.

Breach of the Code

- Alleged breaches of this Code may be reviewed by the Governance Committee or the Board as a whole.
- Consequences for breaches may include verbal or written warnings, removal from specific responsibilities, or, in serious cases, recommendation for removal as a Director under the KAC Bylaws and the BC Societies Act.
- The Board Chair (or Vice-Chair if the Chair is involved) will oversee the process for addressing breaches.

Appendix A – KAC Board Code of Conduct Acknowledgement Form

I, the undersigned, acknowledge that I have read and understood the Kamloops Aquatics Club (KAC) Board Code of Conduct / Code of Ethics. I agree to abide by the standards and expectations set out in this policy and understand that breaches of this Code may result in review and disciplinary action by the Board.

Name:	_____
Signature:	_____
Date:	_____

Kamloops Aquatics Club - Board Self-Evaluation Tool

This tool is intended to help the Board of Directors reflect on its effectiveness and identify opportunities for improvement. Each Director should complete the tool individually. The Governance Committee (or Board as a whole) will then compile the results of Sections A, B, and C for group discussion. Section D is for individual reflection only and should not be shared.

Rating Scale:

1 = Strongly Disagree 2 = Disagree 3 = Not Sure 4 = Agree 5 = Strongly Agree

Section A – How well has the Board done its job?

- ☐ The Board ensures the Club operates in compliance with the BC Societies Act and KAC Bylaws.
- ☐ The Board has clear and up to date policies that guide its work.
- ☐ The Board provides financial oversight by regularly reviewing budgets, financial statements, and ensuring resources are used responsibly.
- ☐ The Board understands and supports the role of the Head Coach as the leader of the technical program.
- ☐ The Board maintains positive relationships with members, partners, and stakeholders.
- ☐ The Board communicates accomplishments, challenges, and key decisions to members in a timely way.

Overall Rating (Add scores): Excellent (30–25) Satisfactory (24–18) Poor (17–6)

Section B – How well has the Board conducted itself?

- ☐ I am clear on my role as a Director and what is expected of me.
- ☐ Board meetings are well organized and run efficiently.
- ☐ Directors come prepared, having read materials in advance.
- ☐ All Directors participate respectfully in discussions and decision-making.
- ☐ Differing viewpoints are welcomed and handled constructively.
- ☐ Once decisions are made, all Directors support them publicly.
- ☐ The Board has an effective process for recruiting, orienting, and developing new Directors.
- ☐ The Board evaluates its composition and skills to ensure it has the expertise needed to govern effectively.
- ☐ Board meetings are productive and contribute to the Club's progress.

Overall Rating (Add scores): Excellent (45–38) Satisfactory (37–28) Poor (27–9)

Section C – The Board's Relationship with Staff and Coaches

- ☐ The Board respects the difference between governance and day-to-day operations.
- ☐ The Board communicates effectively with the Head Coach and/or staff.
- ☐ The Board provides clear direction through policies, not through direct management of programs.

- ☐ The Board supports the Head Coach and staff by recognizing their contributions and providing appropriate resources.
- ☐ The Board provides constructive feedback and engages in problem-solving collaboratively with staff when needed.
- ☐ The Board ensures that staff and coaches are supported in their professional development.

Overall Rating (Add scores): Excellent (30–25) Satisfactory (24–18) Poor (17–6)

Section D – My performance as an individual Director (not shared)

- ☐ I have a good record of meeting attendance.
- ☐ I read agendas, minutes, and reports in advance.
- ☐ I understand and follow the Club’s bylaws, policies, and Code of Conduct.
- ☐ I contribute actively to discussions and respect others’ views.
- ☐ I follow through on commitments I make to the Board.
- ☐ I maintain the confidentiality of Board discussions.
- ☐ I represent KAC positively in the community.
- ☐ I support Board decisions once they are made, even if I personally disagreed.

Overall Rating (Add scores): Excellent (40–34) Satisfactory (33–24) Poor (23–8)

Optional Feedback to the President/Chair

- ☐ The Chair is well prepared and keeps meetings focused.
- ☐ The Chair encourages input from all Directors.
- ☐ The Chair manages differing viewpoints effectively and fairly.
- ☐ The Chair helps the Board work as a team.
- ☐ The Chair demonstrates strong communication and listening skills.
- ☐ I feel supported by the Chair in my role as a Director.

Overall Rating (Add scores): Excellent (30–25) Satisfactory (24–18) Poor (17–6)

Section 4. Board Meetings and Decision Making

Board meetings are the central forum where Directors exercise their governance responsibilities. They provide the structure for collective decision-making, oversight of the Club's affairs, and accountability to the membership. The effectiveness of the Kamloops Aquatics Club (KAC) Board depends not only on the quality of its Directors but also on the quality of its meetings - how they are scheduled, organized, and conducted.

This section outlines the practical framework for Board meetings, including frequency, notice, and use of simplified meeting procedures. It clarifies quorum and voting protocols, the role of electronic meetings and e-votes, and the proper use of in-camera sessions. Tools such as an agenda template and guidance on recording minutes are also included. Together, these practices support respectful dialogue, fair decision-making, and transparent records that strengthen the governance of KAC.

Frequency, scheduling, and notice of meetings

Regular Board meetings are essential to ensure that Directors remain informed, engaged, and able to fulfill their governance responsibilities. For KAC, meetings should occur on a predictable schedule that balances the need for oversight with the volunteer nature of Board service.

- **Frequency** – The Board should meet monthly during the active swim season (September–July) and at least once during the summer months, for a minimum of 10 meetings per year. Additional special meetings may be called by the President or by the Board as outlined in the Bylaws when urgent matters arise.
- **Scheduling** – A tentative meeting schedule for the full year should be established within 30 days of the Annual General Meeting. Establishing a predictable pattern (e.g., the third Tuesday evening of each month) helps Directors plan ahead and improves attendance.
- **Notice** – Directors must receive advance notice of all meetings in accordance with the KAC Bylaws. Typically, at least seven days' notice is considered good practice, along with distribution of the agenda and supporting documents. Notice may be provided electronically (e.g., by email), provided it is sent to the address on record for each Director.

Establishing a consistent meeting rhythm and providing adequate notice ensures that Directors come prepared, discussions are productive, and decisions are made in a timely and transparent manner.

Sample Meeting Calendar Template

This sample calendar is provided as a planning tool to help the Board establish a consistent meeting rhythm for the year. The actual schedule should be confirmed annually within 30 days of the Annual General Meeting (AGM).

Month	Proposed Meeting Date	Key Agenda Items / Notes
September	[Insert Date]	Season planning; approval of annual budget; confirmation of committee membership; Annual Awards determination
October	[Insert Date]	Review of competition schedule; financial update;
November	[Insert Date]	Member engagement initiatives; sponsorship and fundraising update
December	[Insert Date]	Financial update; staff/coach recognition planning
January	[Insert Date]	Strategic planning discussion; Safe Sport policy review
February	[Insert Date]	Mid-season program update from Head Coach; committee reports; financial update
March	[Insert Date]	By-laws / Policies review
April	[Insert Date]	Committee reports; financial update
May	[Insert Date]	Nominations Committee update;
June	[Insert Date]	Draft Budget review; End-of-season program update from Head Coach
July	[Insert Date]	Approval of Annual Budget; Board self-evaluation
August	[Insert Date]	Committee reports; Pre-season planning session; AGM preparation; draft annual report (including financial report)

Use of Robert's Rules of Order (simplified summary)

Board meetings work best when everyone understands the process for discussion and decision-making. Roberts Rules of Order provide a common framework that ensures meetings are fair, orderly, and respectful. While the full Roberts Rules is a detailed parliamentary text, KAC uses a simplified version designed for volunteer Boards.

The purpose of this summary is to:

- Provide all Directors with a shared language and process for meetings.
- Balance efficiency with fairness — allowing decisions to be made while respecting everyone's voice.
- Support the Chair in running effective meetings.
- Ensure decisions are made in line with the KAC Bylaws and the BC Societies Act.

This sub-section should be seen as a practical tool, not a rigid set of rules. Where conflict exists, the KAC Bylaws always take precedence.

1. Basic Principles

- All Directors have equal rights and responsibilities.
- The majority rules, but the minority must be heard.
- Decisions are made through motions, discussion, and voting.
- Only one issue (motion) is considered at a time.
- Debate should focus on issues, not personalities.

2. Role of the Chair

- Calling the meeting to order and following the agenda.
- Recognizing speakers and ensuring one person speaks at a time.
- Keeping debate focused and civil.
- Clarifying motions and restating them before the vote.
- Remaining neutral while presiding (unless stepping aside to speak as a Director).

3. Agenda & Order of Business

- Call to Order
- Approval of Agenda
- Approval of Previous Minutes
- Reports (President, Treasurer, Head Coach, Committees)
- Business Arising (unfinished business)
- New Business (motions, proposals, decisions)
- In-Camera Session (if required)
- Adjournment

4. Motions: How Decisions Are Made

- Main Motion – Introduces new business. (“I move that KAC approve the budget for the annual swim meet...”)
- Secondary Motions – Change or affect how the main motion is handled:
 - Amend (“I move to amend the motion by changing...”).
 - Table (“I move to table this until next meeting...”).
 - Refer (“I move that we refer this to the Finance Committee...”).
 - Postpone (“I move to postpone this item until...”).
- Steps to a Motion:
 1. A Director is recognized by the Chair.
 2. The Director states: “I move that...”
 3. Another Director seconds the motion.
 4. The Chair restates the motion.

5. Debate/discussion occurs.
6. The Chair calls for a vote.
7. The Chair announces the result.

5. Debate Rules

- Each Director speaks once before others may speak again.
- Remarks are addressed through the Chair, not at other Directors.
- Debate must stay on the motion at hand.
- The Chair may set time limits if needed to ensure fairness.

6. Voting Methods

- Show of Hands (default method).
- Voice Vote (“all in favour...”).
- Ballot Vote (used if the matter is sensitive, e.g., elections or HR-related decisions).
- General Consent (used when there is obvious agreement; the Chair may say, “If there is no objection, we will...”).
- Votes pass by simple majority unless the Bylaws require a higher threshold.

7. Quorum & Tie Votes

- Quorum is defined in the KAC Bylaws and must be met to conduct business.
- If quorum is lost, only information-sharing (not decisions) may continue.
- In case of a tie, the motion is defeated unless the Chair exercises a casting vote, if permitted by the Bylaws.

8. In-Camera Sessions

- Only Directors (and invited guests, if necessary) remain.
- Discussion is confidential.
- Decisions made in-camera must be recorded in the official minutes (without detailed discussion notes).

9. Electronic Meetings & E-Votes

- KAC Bylaws allow for electronic meetings (videoconference) and electronic voting under certain conditions.
- The same principles of fairness, debate, and quorum apply.
- E-votes should be reserved for urgent decisions that cannot wait until the next scheduled meeting.

10. Courtesy and Decorum

- Directors are expected to be respectful, even when disagreeing.
- Side conversations should be avoided.
- The Chair may call for order if discussion becomes disruptive.

11. Simplified List of Common Motions

Motion	Purpose	Needs Second?	Debate?	Vote Required
Main Motion	To introduce new business	Yes	Yes	Majority
Amend	To change the wording of a motion	Yes	Yes	Majority
Table	To temporarily set aside	Yes	No	Majority

Refer	To send to a committee for review	Yes	Yes	Majority
Postpone	To delay decision	Yes	Yes	Majority
Adjourn	To end the meeting	Yes	No	Majority

Conclusion

Roberts Rules provides structure without stifling discussion. By using this simplified guide, the KAC Board can make fair, transparent, and timely decisions that reflect the interests of the Club and its members.

Sample Agenda Template and Meeting Minutes Tips

Purpose of Agendas and Minutes

Agendas and minutes are essential tools that help the Board function effectively and transparently. A well-prepared agenda ensures that meetings are purposeful, time-efficient, and aligned with the Club's priorities. Clear and consistent minutes create a legal record of decisions, capture commitments, and provide continuity from one meeting to the next.

For Kamloops Aquatics Club (KAC), where many Directors are volunteers balancing multiple responsibilities, agendas and minutes also play a critical role in ensuring focus, accountability, and follow-through.

Sample Agenda Template

Kamloops Aquatics Club Board of Directors Meeting

Date: [Insert date]

Time: [Insert time]

Location: [Insert location / electronic meeting link]

1. **Call to Order**
2. **Approval of Agenda**
3. **Approval of Previous Minutes**
4. **Reports**
 - President's Report
 - Treasurer's Report (financial statements)
 - Head Coach's Report
 - Committee Reports (as applicable)
5. **Business Arising from the Minutes**
6. **New Business**
 - [Item 1]
 - [Item 2]
7. **In-Camera Session (if required)**
8. **Next Meeting Date**
9. **Adjournment**

This template may be adapted depending on the business before the Board. Priority should always be given to items requiring Board decision or oversight.

Meeting Minutes Tips

Based on best practices for non-profit boards, KAC minutes should:

1. **Keep it concise and action-oriented** – Minutes should not be verbatim transcripts. Record *what was decided, what actions were assigned, and to whom*.
2. **Capture essential information** – Date, time, location, attendees (refrain from using first names only), regrets, motions, and decisions.
3. **Follow the agenda order** – Structure minutes in the same order as the approved agenda for consistency.
4. **Document motions clearly** – Record the exact wording, the mover and seconder (First initial, surname), and whether the motion was carried or defeated.
5. **Highlight action items** – Use bolding, a table, or another format to emphasize tasks, responsibilities, and deadlines.
6. **Maintain neutrality** – Do not record personal opinions or attribute comments to individuals, except when identifying the mover/seconder of a motion or assigning responsibility.
7. **Respect confidentiality** – Avoid including sensitive personal details. Summarize in-camera decisions without revealing protected discussions.
8. **Strive for transparency** – Provide enough context for members to understand what was decided, while balancing legal and confidentiality requirements.

Example of Action Item Recording (table format)

Item	Decision / Action	Responsibility	Deadline
Budget Approval	Approved with amendments (increase professional development +\$3,000)	Treasurer to revise and submit final budget	Next meeting
Fundraising	Call meeting of Fundraising Committee	Committee Chair	Within 2 weeks
Staff Compensation	Review staff salaries vs. industry averages	HR Committee	May Meeting

Use of In-Camera Sessions and Documentation / In-Camera Policy

Purpose of In-Camera Sessions

In-camera sessions (sometimes called “closed sessions”) are portions of a Board meeting where only Directors (and others specifically invited by the Board) are present. These sessions are used to discuss matters of a sensitive, confidential, or legally protected nature.

For KAC, in-camera sessions provide a tool for Directors to discharge their fiduciary duties responsibly, while ensuring that sensitive issues do not compromise trust, privacy, or legal obligations.

When to Use In-Camera Sessions

Typical situations where an in-camera session may be appropriate include:

- Human resources matters (e.g., staff hiring, performance, compensation, or discipline)
- Legal issues or disputes (e.g., pending litigation, liability, or contract negotiations)

- Conflict of interest situations requiring Board-only discussion
- Director or Board performance concerns
- Sensitive financial issues (e.g., potential insolvency or fraud)
- Other matters deemed confidential by the Board

The decision to enter an in-camera session should be made by a majority vote of the Board, unless specified in the bylaws or required by law.

Conduct of In-Camera Sessions

- Chairing: The President (or designated Chair) presides unless excused due to a conflict, in which case another Director may chair.
- Participation: Only Directors are entitled to remain. Guests or staff may be invited for part of the discussion but must leave when requested.
- Discussion: Dialogue must remain respectful, focused, and limited to the matter at hand.

Documentation of In-Camera Sessions

- Minutes: In-camera discussions are generally *not* recorded in detail. Instead, minutes should indicate:
 - That the Board entered into an in-camera session
 - The general topic or reason (e.g., “staffing matter,” “legal advice”)
 - Any *decisions* made (without disclosing confidential deliberations)
 - Storage: In-camera minutes should be kept separately, in a secure manner, accessible only to the Board and, where appropriate, legal counsel.
 - Reporting: If decisions affect the broader organization (e.g., approval of a staffing policy), the decision should be reported in the open session without revealing confidential details.
-

Kamloops Aquatics Club – In-Camera Sessions Policy

Date of Approval: [Insert Date]

Approved by: KAC Board of Directors

Next Review: [Insert Date, typically 2 years after approval]

Policy Statement

The Kamloops Aquatics Club (KAC) Board of Directors recognizes that, while transparency is essential to maintaining trust with Members, certain matters require confidentiality. In-camera sessions (sometimes referred to as “closed sessions”) are an important governance tool that allow Directors to address sensitive issues while protecting privacy, legal obligations, and the integrity of decision-making.

This policy establishes when and how in-camera sessions may be used, and how they are to be documented and reported.

Scope

This policy applies to all meetings of the KAC Board of Directors, including regular, special, and electronic meetings. It covers:

- Circumstances in which in-camera sessions may be held
- Who may attend and participate
- How decisions and minutes are documented
- Reporting back to the Membership where appropriate

Guidelines

The Board may enter an in-camera session to discuss matters including, but not limited to:

- Human resources (e.g., hiring, performance, compensation, or discipline of staff or contractors)
- Legal issues, disputes, or liabilities (including matters subject to solicitor–client privilege)
- Financial matters requiring confidentiality (e.g., insolvency risk, fraud investigation)
- Conflict of interest issues involving Directors, staff, or Members
- Performance or conduct of individual Directors or the Board as a whole
- Other topics deemed sensitive or confidential by a majority of Directors

Authorization

- Any Director may request an in-camera session.
- The Board may enter in-camera by motion, seconded and carried by majority vote.
- The Chair may also declare an in-camera session if circumstances require immediate confidentiality, subject to later Board ratification.

Attendance

- Only Directors are entitled to attend in-camera sessions.
- Staff, legal counsel, or other individuals may be invited for part of the session, at the discretion of the Board.
- All non-Directors must leave the session once their contribution is complete.

Conduct

- Discussions must remain focused on the confidential matter at hand.
- Directors are bound by the Board's Confidentiality Standards and must not disclose details of in-camera discussions outside the Board.

Documentation

In-camera minutes should note:

- That the Board moved into an in-camera session
- The general nature of the topic (e.g., "human resources matter")
- Any decisions or motions passed
- Detailed discussion notes should not be recorded.
- In-camera minutes will be stored securely and separately from general Board minutes, accessible only to Directors and, if applicable, legal counsel.

Reporting Back

Where appropriate, outcomes from in-camera decisions should be reported in open session, without disclosing confidential details, to maintain transparency with Members.

Accountability

The President is responsible for ensuring this policy is applied consistently. All Directors share collective responsibility for respecting confidentiality in in-camera sessions.

Section 5. Strategic Planning and Oversight

What is Strategic Planning and Why it Matters

Strategic planning is the process by which an organization defines its long-term direction and priorities. It asks and answers three essential questions:

1. Where are we now?
2. Where do we want to go?
3. How will we get there?

The result is a roadmap that connects the club's mission and values to concrete actions, ensuring resources and energy are focused on what matters most.

For many community sport clubs, energy is often consumed by immediate needs—running swim meets, balancing budgets, or responding to parents and members. While these operational tasks are essential, without a strategic plan the club risks becoming reactive, unfocused, or overly dependent on the efforts of a few individuals.

Strategic planning allows the Board to:

- Set a clear vision that inspires swimmers, families, coaches, and volunteers.
- Ensure decisions are made with the long-term health of the club in mind.
- Balance performance goals with organizational sustainability.
- Provide continuity and stability, even as directors, coaches, or volunteers change.
- Create accountability through measurable goals and regular review.

A strategic plan does not have to be complicated or lengthy. Even a simple, focused plan developed collaboratively and revisited regularly can make a profound difference in the success of the Kamloops Aquatics Club.

Board's Responsibility for Strategic Leadership

The Board of Directors is ultimately responsible for ensuring that the Kamloops Aquatics Club has a clear, forward-looking strategic plan. This responsibility does not mean that the Board must draft the plan in isolation; rather, the Board provides leadership, oversight, and accountability. The strategic plan sets the direction for the organization, aligns resources with priorities, and provides a framework against which progress can be measured.

Key responsibilities of the Board include:

- Establishing the club's vision, mission, and values.
- Approving strategic priorities and goals.
- Ensuring resources (financial, human, and facility) are aligned to deliver on the plan.
- Monitoring implementation and adjusting course as required.
- Communicating the plan clearly to members and stakeholders.

Role of the Head Coach in Strategic Plan Execution

While the Board provides strategic leadership, the Head Coach plays a central role in execution. The Head Coach translates the strategic priorities into operational and technical plans for the swimming program and staff.

Specific responsibilities include:

- Developing annual training and competition plans that reflect the strategic priorities.
- Leading staff and volunteers in implementing operational initiatives.
- Providing regular reports to the Board on progress and challenges.
- Identifying emerging needs and opportunities that may require Board attention.

This relationship underscores the principle of 'shared leadership': the Board provides the why and what, while the Head Coach leads the how.

Annual Planning and Goal-Setting Cycle

Strategic planning is not a one-time event but an ongoing cycle. The Board should establish an annual rhythm of planning, review, and renewal:

1. Late Summer (July-August): Board and Head Coach review the previous season, analyze performance data, and identify emerging priorities.
2. Winter (February-March): Mid-year progress check; adjust operational plans as needed.
3. Spring (April-May): Strategic alignment workshop; update or reaffirm club priorities.
4. Summer (June-July): Approve next year's operational plan and budget, ensuring alignment with the strategic framework.

This cycle ensures continuity, provides accountability, and allows the club to remain responsive to both member needs and the competitive swimming landscape.

Monitoring Progress

Oversight requires measurement. The Board should adopt tools and processes that allow it to monitor progress effectively without interfering in day-to-day operations.

Tools may include:

- Key Performance Indicators (KPIs): Measurable targets such as membership numbers, swimmer retention rates, financial stability, and performance outcomes.
- Analytic Dashboards: Visual summaries presented quarterly to highlight progress and red flags.
- Staff & Committee Reports: Regular updates from the Head Coach, Treasurer, and committees to ensure alignment.
- Annual Member Survey: Feedback from members to ensure the plan reflects community needs.

The key principle is that the Board monitors progress at the strategic level, leaving operational details in the hands of staff and committees.

Strategic Planning Process

The Kamloops Aquatics Club should treat strategic planning as a process, not a one-time workshop. The following steps outline a repeatable approach that balances structure with flexibility. Each step includes an explanation of why it matters.

1. Preparation & Environmental Scan

- ➔ *Why it matters: ensures the plan is rooted in real data and context, not assumptions.*
- 2. Confirm Vision, Mission, and Values
 - ➔ *Why it matters: keeps the club grounded in its core identity and purpose.*
- 3. Identify Strategic Priorities
 - ➔ *Why it matters: avoids dilution of effort and sets clear focus areas.*
- 4. Set Goals, Measures, and Timelines
 - ➔ *Why it matters: provides accountability and clarity for progress tracking.*
- 5. Implementation & Role Clarity
 - ➔ *Why it matters: ensures responsibilities are clear (Board, Head Coach, committees).*
- 6. Communication & Engagement
 - ➔ *Why it matters: builds buy-in and keeps members informed.*
- 7. Monitoring & Renewal
 - ➔ *Why it matters: treats strategic planning as a living document, not a shelf item.*

Section 6. Financial Oversight

Board's Financial Fiduciary Responsibility

Directors of the Kamloops Aquatics Club are fiduciaries — meaning they are legally and ethically bound to act in the best interests of the club, particularly in the stewardship of its financial resources. This responsibility goes beyond approving budgets; it requires ongoing care, diligence, and oversight.

At its core, financial fiduciary responsibility for Board members includes:

- Duty of Care – Directors must pay attention, ask questions, and make informed decisions. They don't have to be financial experts, but they must understand enough to know if the club is in a stable position or at risk.
- Duty of Loyalty – Directors must always act in the best interests of the club, not their own interests or those of a particular group of members.
- Duty of Obedience – Directors must ensure that the club's resources are used in ways that align with its mission, bylaws, and legal obligations.

What this means in practice:

- Reviewing and approving the club's annual budget before the start of each fiscal year.
- Monitoring actual revenues and expenses against the approved budget through monthly or quarterly reports.
- Ensuring proper internal controls are in place, such as requiring two signatories on cheques (as set out in Bylaw 7.3).
- Overseeing compliance with the BC Societies Act, gaming grant rules, and other funder requirements.
- Asking questions when something looks unclear or inconsistent, and expecting timely answers.

Financial oversight is a collective responsibility. While the Treasurer and staff provide leadership in preparing and presenting financial information, every director shares responsibility for the Board's financial decisions. Directors who are unfamiliar with financial statements should take advantage of training, ask questions in meetings, and use plain-language tools like income statements and budget schedules to help build their confidence.

Why it matters:

Sound financial oversight ensures that KAC remains a stable and trustworthy organization. It protects the club's assets, ensures accountability to members and funders, and enables the Board to make decisions with confidence. It also protects directors personally, as the law holds them accountable for the prudent management of the organization's finances.

Overview of Budget Process and Board Approval

The budget is the financial roadmap for the club. It sets out expected revenues and expenses for the year and reflects the priorities established by the Board and coaching staff. The Board is responsible for approving the annual budget and ensuring it aligns with the club's mission, goals, and capacity.

Note:

The annual budget is a key planning and governance tool of the Board. While membership may expect or request that the budget be shared or approved at the AGM, this is neither required nor recommended. The Board holds fiduciary responsibility for the financial oversight of the club and must retain full authority over budget development and approval. Maintaining a trust-based relationship with the membership is essential, but this does not mean ceding decision-making authority over financial planning. The Board must be empowered to act in the club's best long-term interest without being subject to operational approval by the general membership.

Recommended Process:

1. Staff and the Head Coach draft the initial budget, based on program needs, historical data, and upcoming plans.
2. The Treasurer reviews the draft, ensuring assumptions are reasonable and funding sources are realistic.
3. The Finance Committee (if established) or the Executive reviews and refines the draft.
4. The Board reviews, discusses, and approves the final budget prior to the fiscal year.

Best Practice: Present the budget in schedules:

- Schedule 1: Revenue (membership fees, grants, fundraising, sponsorships, etc.)
- Schedule 2: Grants (gaming, provincial, municipal)
- Schedule 3: Administrative Expenses
- Schedule 4: Staffing Expenses
- Schedule 5: Program Expenses (meets, equipment, training camps, travel, etc.)

This breakdown helps the Board and members clearly see where funds come from and how they are spent, avoiding “one long list” budgets that are difficult to interpret.

Monthly Reporting Expectations and How to Read Financial Statements

Once the budget is approved, the Board must receive regular updates. These reports allow directors to track whether the club is “on budget” and identify issues early.

Key Reports for the Board:

- Income Statement (or Statement of Operations): shows revenues, expenses, and surplus/deficit for the period.
- Balance Sheet (or Statement of Financial Position): shows assets, liabilities, and net assets.
- Variance Report: compares actual revenues and expenses against the approved budget (can be integrated into the Income Statement).

Tips for Directors:

- Look for significant differences between budget and actual (“variances”).

- Ask: Is revenue being collected as expected? Are expenses tracking too high or too low? Do we have enough cash flow to meet upcoming commitments?
- Don't be afraid to ask "basic" questions — clarity is essential for sound oversight.

Signing Authority and Cheque Approvals (Bylaw 7.3)

The KAC Bylaws require that all cheques or electronic transfers have two authorized signatories. Typically, signing authority is granted to the Treasurer, President, and one other officer. No one should ever sign a blank cheque or approve a transfer without supporting documentation.

Best Practice:

- The Board should annually confirm who holds signing authority.
- Payment approval should be documented (invoice, receipt, or contract) and available for inspection.
- Electronic banking should follow the same "dual approval" principle as cheques.

Audit or Financial Review Requirements under the Act

Under the BC Societies Act, societies like KAC must present annual financial statements at their AGM. Whether the club requires an audit or a financial review depends on its revenue size and what the bylaws stipulate.

Audit: A formal review by a licensed public accountant, required if the society's bylaws state or if members pass a resolution.

Financial Review: Less formal but still provides assurance that financial records are accurate and transparent.

Recommendation: The Board should annually confirm with members whether an audit or review is required and budget accordingly.

Treasurer's Role and Financial Policy Guide

The Treasurer is the Board's lead for financial oversight, but not its sole guardian. Their role is to ensure the Board receives accurate, timely, and clear financial information.

Typical Treasurer Duties:

- Work with staff to prepare budgets and reports.
- Present financial statements at Board meetings.
- Monitor compliance with bylaws, contracts, and funding requirements.
- Lead the Finance Committee.
- Recommend financial policies to strengthen accountability.

The Treasurer should not "do all the bookkeeping" but rather ensure that processes are in place and being followed.

Sample Budget and Financial Report Templates

To support the Board's oversight role, KAC should use standard formats for presenting financial information.

Sample Budget (Schedules format):

- Schedule 1: Revenue
- Schedule 2: Grants
- Schedule 3: Administrative Expenses
- Schedule 4: Staffing Expenses
- Schedule 5: Program Expenses
- Schedule 6: Major Capital Expenses / Other

Presenting financial information in clear, consistent formats builds trust, improves Board confidence, and helps identify issues before they become problems.

Expanded Sample Budget and Financial Report Templates

Sample Budget (with Schedules)

Rather than one long list of revenues and expenses, the budget should be broken into logical sections (schedules). Each schedule highlights a different category of revenue or expense. For example:

Schedule 1 – Revenue

- Membership fees
- Swim meet entry fees
- Sponsorships
- Fundraising revenue (bingos, raffles, events)

Schedule 2 – Grants / Other Income

- Grants (community gaming, Swim BC, municipal, etc.)
- Other income

Schedule 3 – Administrative Expenses

- Accounting & bookkeeping
- Office supplies
- Insurance (property)
- Bank charges & fees
- Marketing & communications

Schedule 4 – Staffing Expenses

- Salaries
- Payroll taxes/benefits (CPP, EI, WCB, health benefits)
- Professional development & certification

Schedule 5 – Program & Competition Expenses

- Pool rentals
- Swim meet hosting costs (officials, equipment, hospitality)
- Travel & accommodation for competitions
- Equipment maintenance (lane ropes, timing system, dryland equipment)

Schedule 6 – Capital/Other

- Major equipment purchases

- Contingency/reserve allocations

Each schedule would subtotal, and then the totals would roll into a simple Income Statement format:

Total Revenue – Total Expenses = Surplus/(Deficit)

Sample Financial Report (Board-ready Monthly Report)

Kamloops Aquatics Club – Income Statement (April 2025)

Category	Budget	Budget (YTD)	Actual (YTD)	Variance	Notes
Schedule 1 - Revenue					
Membership fees					
Swim meet entry fees					
Fundraising					
Total Revenue					
Schedule 2 - Grants					
CGG					
Hosting Grant					
Total Revenue					
Schedule 3 – Admin Expenses					
Accounting / Bookkeeping					
Office supplies					
Property Insurance					
Bank charges / fees					
Marketing / Communications					
Schedule 4 – Staffing Expenses					
Salaries					
Payroll taxes / benefits /					
Pro-D / Certification					
Schedule 5 – Program and Competition Expenses					
Pool rental					
Swim Meet hosting					
Travel & Accom for Comp					
Equip.Maint.					
Schedule 6 – Capital / Other					
Major equip. purchases					
Contingency / reserve allocations					

Section 7. Policy and Risk Management

Kamloops Aquatics Club's (KAC's) policies serve as the foundation for consistent and ethical decision-making. Risk management ensures that the club is prepared for, protected against, and responsive to potential threats—whether operational, reputational, financial, or legal. The Board plays a key leadership role in both areas, maintaining a framework of integrity, accountability, and safety for members and staff.

Board Role in Approving and Reviewing Key Policies

The Board is responsible for approving all core governance and risk-related policies. These may include and are not limited to:

- Code of Conduct (inclusive of harassment and bullying)
- Conflict of Interest
- Safe Sport and Abuse Prevention
- Privacy and Data Protection
- Finance
- Travel and Reimbursement
- Discipline and Complaints Resolution
- Appeals
- Facility and Event Safety

Policy development may originate from staff, committees, or external sources (e.g., viaSport, Swim BC), but the Board must retain final oversight. All directors should be familiar with key policies and ensure alignment between club activities and approved policy frameworks.

Annual Policy Review Cycle

A structured annual policy review cycle helps ensure policies remain current, compliant, and effective. The Governance Committee (or the Board in its absence) should maintain a policy tracker and review at least one category of policies per Board meeting. A full cycle should be completed annually, with updated versions archived and version-controlled.

Suggested Review Timeline:

- Fall: Governance & Conflict of Interest
- Winter: Safe Sport, Complaints, and Harassment
- Spring: Financial and Travel Policies
- Summer: Emergency, Privacy, and Operational Policies

Board approval is required for any substantive policy change.

Safe Sport and Abuse Prevention Obligations

KAC is committed to providing a safe, inclusive, and positive environment for all participants. As a Swim BC member club, KAC must follow Swim BC's Safe Sport policies, including:

- Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS)
- Use of the Independent Third Party (ITP) reporting mechanism
- Mandatory screening and training for coaches, staff, and volunteers
- Safe Sport training for Directors and relevant personnel

The Board must ensure that the club has internal processes for responding to concerns, reporting abuse, and complying with external requirements. Directors are expected to understand and uphold these policies in both their governance and leadership roles.

Privacy and Data Security (PIPA and OIPC)

KAC must comply with the Personal Information Protection Act (PIPA), which governs the collection, use, and storage of personal information in BC. The Board is responsible for ensuring:

- A designated Privacy Officer is identified (often the Secretary or Administrator)
- Consent is obtained before collecting personal information
- Personal data is securely stored and accessed only when necessary
- Information is not shared without valid authorization or legal requirement

Resources such as the Office of the Information and Privacy Commissioner (OIPC) Guide for Non-Profits should inform KAC's privacy practices. The Board should also ensure proper data security practices are in place for digital files, member databases, and cloud storage.

Insurance Coverage (including Swim BC D&O Insurance)

KAC maintains several types of insurance coverage, often facilitated through Swim BC's group policy with Sport BC Insurance. Coverage includes:

- Directors & Officers (D&O) Liability Insurance
- General Commercial Liability
- Sport Accident / Participant Injury Coverage
- Coverage does not include club property insurance (timing equipment, etc if club owned).

The Board must ensure insurance policies are current, premiums are paid, and certificates of insurance are secured for all sanctioned activities. Directors should understand the limitations of D&O coverage and ensure good governance practices are followed to avoid personal liability exposure.

Conflict of Interest Policy Enforcement

All directors must adhere to the club's Conflict of Interest Policy, which requires:

- Annual disclosure of potential conflicts (real, perceived, or potential)
- Recusal from discussions or decisions where a conflict exists
- Transparent documentation of all conflict declarations and Board responses

The Board Chair (or Governance Committee) is responsible for ensuring compliance. Breaches of this policy undermine Board integrity and may result in disciplinary action under club bylaws.

Emergency Response and Crisis Management Framework

KAC should maintain an Emergency Response Plan and Crisis Communication Framework covering:

- Medical emergencies (at practice or events)
- Facility evacuations
- Athlete protection concerns
- Reputational incidents (e.g., coach misconduct, serious complaints)
- Weather, travel, or accommodation disruptions during competition

Staff or coaches may manage operational response, but the Board must ensure that planning, training, and documentation are in place. The President or designate should serve as the Board Liaison during a major incident, and the Board should debrief and assess risks afterward.

Section 8. Board Oversight (Head Coach)

One of the primary functions of the KAC Board of Directors is the **employer of the Head Coach**. This relationship is the most important employment relationship within the Club, as the Head Coach is responsible for leading the technical program, supervising coaching staff, and shaping the athlete and member experience.

As the employer, the Board must:

- **Hire, supervise, evaluate, and renew** the Head Coach's contract in a fair and transparent manner.
- **Provide clear direction** through job descriptions, policies, and performance goals.
- **Act collectively** in all employment matters—the Head Coach does not report to individual Directors or to parents.
- **Maintain governance boundaries** by respecting the distinction between the Board's role (oversight, policy, strategy) and the Head Coach's role (operations, coaching, daily management).

A healthy and professional relationship between the Board and the Head Coach is essential to the Club's success. When this relationship is functioning well, the Head Coach is supported in leading the program, athletes thrive, and the Club operates with confidence. When it is unclear or poorly managed, conflict and mistrust can quickly undermine the program.

The remainder of this section provides detailed guidance, tools, and templates to help the Board fulfill its responsibilities as the Head Coach's employer.

Reporting Structure

The Head Coach is the most senior employee of KAC and is accountable directly to the Board of Directors.

- The Board, acting collectively, is the Head Coach's employer.
- Day-to-day communication between the Board and the Head Coach should be coordinated through the President (or a designated Director) to ensure clarity, consistency, and efficiency.
- The Head Coach does not report to individual Directors or to parents. All employment-related matters—including performance, discipline, or changes to contract—must be addressed by the Board as a whole.

This structure protects both the Board and the Head Coach by ensuring accountability flows through proper governance channels.

Hiring, Performance Evaluation, and Contract Renewal

The Board is responsible for the hiring, supervision, and renewal (or termination) of the Head Coach's employment agreement.

Key responsibilities include:

- **Recruitment & Hiring:** The Board must ensure transparent hiring practices, including a clear job description, screening process, and written employment contract that complies with the Employment Standards Act and aligns with recognized sport employment templates.

- **Performance Evaluation:** The Board will conduct a formal evaluation of the Head Coach at least annually, linked to agreed-upon performance objectives (e.g., athlete development, program delivery, leadership, communication). Evaluations should be documented, signed, and retained by the Board.
- **Contract Renewal:** Renewal discussions must be handled professionally, with ample notice and a formal process. Negotiations should be led by the President or a designated committee, not through informal conversations.
- **Termination:** Termination must follow legal requirements, with written notice and/or severance consistent with the contract and legislation. “Cause” terminations require clear documentation of misconduct or repeated failures after warnings.

Setting Expectations and Communication Protocols

(Parent–Coach–Board Boundaries and Feedback Channels)

Parents play an important role as stakeholders in the Kamloops Aquatics Club, but it is critical that their feedback and concerns are managed through structured, professional processes. Unchecked or informal complaints directed at individual Board members or the Head Coach can erode trust, fuel misinformation, and compromise the effectiveness of the program.

To balance accountability with clear boundaries, KAC will implement the following framework:

1. Coaching Matters (Operational):

- Day-to-day coaching issues (e.g., training schedules, meet entries, swimmer development) should be addressed directly with the Head Coach or appropriate assistant coach, in line with the Club’s **communications policy**.
- If resolution is not reached, parents may escalate concerns in writing to the Head Coach, who will respond within a defined timeframe (e.g., 7–10 days).

2. Governance/Club Matters (Strategic):

- Broader concerns about club culture, values, or long-term direction are governance issues and should be submitted in writing to the Board (via the President).
- The Board will acknowledge receipt and determine whether the issue is operational (to be referred back to the Head Coach) or governance (to be addressed by the Board).

3. Structured Parent Feedback Mechanisms:

- The Board may periodically (e.g., once or twice annually) conduct structured parent feedback processes, such as surveys or facilitated meetings. These sessions must be professionally managed, with clear terms of reference, and feedback summarized for the Board and Head Coach.
- Individual complaints should not be debated in Board meetings. Instead, aggregated themes and trends should be reviewed, allowing the Board to monitor patterns without micromanaging coaching decisions.

4. Role of the President/Board Liaison:

- The President, or another designated Director, serves as the official channel for escalated parent concerns. This prevents individual Board members from being lobbied directly.

- Board members who are approached by parents must redirect them to the established process.

This approach recognizes the legitimate voice of parents while protecting the boundaries of governance and operations. It allows concerns to be heard in a controlled, fair, and transparent manner without eroding the authority of the Head Coach or compromising the Board's oversight role.

Tools for Evaluation and Feedback

The Board should use a structured process for assessing the Head Coach's performance.

Suggested tools include:

- Annual Performance Review: Based on written goals and measurable criteria.
- 360-Degree Feedback: Periodic collection of input from athletes, assistant coaches, and parents (in a structured, anonymous manner) can provide valuable perspective.
- Regular Check-Ins: Monthly or quarterly meetings between the President (or designate) and the Head Coach help ensure issues are addressed early.
- Documentation: All feedback, both positive and corrective, must be documented and retained in the Head Coach's personnel file.

Relationship Boundaries: Governance vs. Operations

The Board governs; the Head Coach manages operations.

- Board Role (Governance): Setting vision, approving policy, hiring and evaluating the Head Coach, ensuring financial sustainability, risk management.
- Head Coach Role (Operations): Designing and delivering training programs, supervising assistant coaches, leading athletes, managing daily swim club operations.

The Board must refrain from coaching decisions, while the Head Coach must respect the Board's authority in governance and policy. Breaches of these boundaries are a common cause of conflict and undermine effective leadership.

Sample Head Coach Job Description

Position Title: Head Coach

Reports To: Board of Directors

Supervises: Assistant Coaches, Volunteer Coaching Staff, and any program coordinators as assigned

Purpose of the Position

The Head Coach provides leadership and direction to the competitive swimming program of the Kamloops Aquatics Club. The position ensures that the Club delivers a high-quality training and competition environment that fosters athlete development, promotes excellence, and aligns with the Club's mission, values, and strategic priorities.

Key Responsibilities:

1. Program Development and Delivery

- Design, implement, and oversee annual training plans for all groups, consistent with Long-Term Athlete Development (LTAD) principles.
- Ensure training sessions and seasonal plans are age-appropriate, progressive, and reflect best practices in coaching.
- Supervise assistant coaches in the design and delivery of training programs.
- Plan meet schedules, including recommending appropriate competitions for each level of swimmer.
- Ensure the safe and effective use of pool facilities.

2. Leadership and Staff Supervision

- Recruit, mentor, and evaluate assistant coaches, ensuring professional development opportunities are provided.
- Establish consistent standards for coaching conduct and deck presence.
- Foster teamwork and collaboration across the coaching staff.
- Provide regular feedback and performance appraisals for assistant coaches.

3. Athlete Development and Welfare

- Create an inclusive, supportive, and motivating environment for athletes at all levels.
- Ensure compliance with Swim BC's Safe Sport framework, including abuse prevention, equity, diversity, and inclusion.
- Support athletes in balancing school, sport, and personal commitments.
- Oversee selection processes for relays, travel teams, and championship meets.

4. Stakeholder Communication

- Communicate effectively with athletes, parents, and the Board.
- Ensure parents are informed of training schedules, program philosophy, and expectations.
- Attend Board meetings as required to provide operational and technical updates.
- Represent the Club professionally with Swim BC, Swimming Canada, facility providers, and community partners.

5. Administration and Operations

- Develop an annual program budget in consultation with the Board's Finance Committee.
- Ensure expenditures remain within approved budgets.

- Oversee entry submission for swim meets, travel logistics, and training camps.
- Maintain accurate records, including attendance, training logs, and results.

6. Professional Development

- Maintain current NCCP certification and professional membership (CSCA).
- Pursue ongoing learning through conferences, courses, and mentorship opportunities.
- Encourage assistant coaches to undertake professional development.

Core Competencies:

- Strategic leadership and planning
- Technical expertise in competitive swimming
- Effective communication and conflict resolution
- Team leadership and staff development
- Knowledge of Safe Sport and risk management
- Financial literacy and administrative capability

Working Conditions:

- Evening and weekend work required.
- Regular travel for meets and training camps.
- Compensation, benefits, and leave as outlined in the employment contract.

Section 9 - Succession Planning and Board Recruitment

Board Succession Planning Principles

Succession planning is about ensuring the Board continues to have the right mix of skills, experience, and perspectives to guide the Club into the future. For KAC, this means:

- Planning ahead for director turnover, especially given term limits.
- Using the Board Skills Matrix to identify gaps and priorities for recruitment.
- Recognizing the importance of continuity while also welcoming renewal and new perspectives.
- Viewing succession planning as a year-round activity, not something done only at election time.

A healthy Board succession plan reduces the risk of disruption, avoids last-minute scrambles to fill vacancies, and helps maintain public and member confidence in the Club's leadership.

Director Recruitment Cycle and Nomination Process

Recruitment should follow a predictable cycle, tied to the Club's AGM and election timeline:

1. Annual Review of Needs: Each spring, the Governance & Nominations Committee (or the Board) reviews the skills matrix and confirms recruitment priorities.
2. Call for Nominations: At least 60 days before the AGM, the Board communicates upcoming vacancies, desired skills, and the nomination process.
3. Candidate Outreach: Potential candidates are encouraged to apply, with efforts made to reach beyond the existing parent base to broaden perspectives.
4. Interviews and Screening: Where appropriate, the Board (or committee) may interview candidates to confirm understanding of director roles, expectations, and time commitment.
5. Election or Appointment: The final slate of candidates is presented to the membership for election at the AGM or appointed if permitted by the bylaws.

This process balances transparency with intentional recruitment, ensuring candidates are prepared and motivated.

Diversity and Inclusion Considerations

KAC recognizes the value of diverse perspectives and lived experiences on its Board. Recruitment should actively consider:

- Gender balance, cultural diversity, and age representation.
- A mix of professional and volunteer experience.
- The balance between swimming-specific expertise and independent perspectives.

The Board Skills Matrix is a key tool to identify both technical skills (finance, HR, legal, fundraising) and personal attributes (collaboration, equity mindset, governance experience) that support a well-rounded Board.

New Director Onboarding Process and Checklist

A structured onboarding process helps new Directors become effective quickly. KAC's onboarding should include:

- ✓ Welcome Package: Constitution and bylaws, recent minutes, strategic plan, budget, organizational chart, and policies.
- ✓ Orientation Meeting: A session with the President and/or Governance Committee covering Board roles, fiduciary duties, and governance vs. operations boundaries.
- ✓ Buddy System: Pairing each new Director with an experienced Board member.
- ✓ Checklist: Using a simple onboarding checklist (e.g., review by-laws, sign Code of Conduct, complete criminal record check, access Board online systems, meet key stakeholders).

This reduces confusion and ensures Directors are aware of both their legal obligations and the Club's expectations.

Board Orientation Materials and Schedule

Orientation should not be a one-time event. Each year, after the AGM:

- A Board retreat or orientation session should be held, combining governance training with strategic planning.
- Directors should review core documents (strategic plan, budget, key policies) annually.
- Opportunities for ongoing training (Safe Sport, financial literacy, governance webinars) should be offered.

Offboarding and Knowledge Transfer

Departing Directors should participate in a brief offboarding process to ensure continuity:

- Submit written resignation or confirm end of term.
- Transfer key contacts, files, and responsibilities.
- Participate in an exit interview or debrief to capture lessons learned.
- Return any club property or access credentials.

This supports a smooth transition, prevents the loss of institutional memory, and models good governance practice for future Directors.

Sample New Director Onboarding Checklist

On Appointment:

- ✓ Review by-laws, constitution, and governance documents.
- ✓ Receive and review Board orientation package.
- ✓ Sign Code of Conduct and Conflict of Interest declaration.
- ✓ Complete Criminal Record Check.
- ✓ Receive contact list of Board members and key staff.
- ✓ Review last six sets of Board meeting minutes.
- ✓ Access Board file-sharing system and email account.
- ✓ Confirm Board calendar, meeting dates, and logistics.

Within 1-3 Months:

- Participate in orientation session/retreat.
- Attend committee orientation (if appointed).
- Review club strategic plan and operating plan.
- Review recent financial statements and annual budget.
- Meet with assigned 'buddy' Board member to check-in on learning progress.

Sample Board Offboarding & Knowledge Transfer Checklist

Paperwork and Communications:

- ✓ Submit resignation letter or confirm end of term.
- ✓ Prepare departure announcement for members.
- ✓ Return signed non-disclosure/confidentiality agreements.
- ✓ Submit final expense claims and reimbursements.

Knowledge Transfer:

- ✓ Provide list of outstanding tasks and action items.
- ✓ Transfer all relevant files and documents to Board storage.
- ✓ Share key stakeholder contacts with successor.
- ✓ Participate in exit interview to provide feedback and lessons learned.

Recover Organization Assets:

- ✓ Return club equipment, IT devices, or keys.
- ✓ Ensure Board email and file access are deactivated.
- ✓ Return identification or access cards.

IT Permissions:

- ✓ Confirm all online account access has been transferred or deactivated.
- ✓ Update Board contact lists and distribution groups.