



SWIM ONTARIO

POLICIES

Updated: June 2024

This document describes Swim Ontario's policies for operation and the procedures necessary to fulfill them. Policies and procedures guide how decisions are made and how the work is to be done. Well written policies and procedures increase Swim Ontario's organizational accountability and transparency and are fundamental to improvement.

A good policy manual:

- Documents no more than ten principles which guide the interactions with all stakeholders and interested parties; and
- Maintains a strict focus on key determinants of quality.

While the management of the Annual General Meeting is an important event it is not a key determinant of quality, and as such should not be in the policy manual. Similarly, when the Board meets is an important piece of information that should be freely available, it is not a key determinant of quality, and as such should not be in the policy manual. How and where staff park cars may be important but it is not a policy; it is an instruction that is issued to staff. A non-smoking 'policy' is an instruction or rule that might flow from a policy on "Health and Safety of Consumers, Visitors and Staff"; it is not in and of itself a policy.

Definitions:

Policies are...

- The description of our commitment to key determinants of quality;
- The guiding principles of Swim Ontario;
- Broad guidelines to decision making;
- Not directives;
- The basis of the organization's procedures and instructions.

Policies are the guiding principles of service. Unlike procedures, they do not tell the reader exactly how something will be done. Policies simply set the signposts.

Procedures are...

- Based on the organization's policies;
- The recipe as to how things get done;
- Specific step by step directions.

Where policies provide the signposts or guidance, the procedures tell people how things will be done. A procedure specifies what will be done, when, and by whom and what records are to be kept. It is the 'recipe' by which the policies are enacted. One procedure can be informed by a range of policies.

What then are instructions?

- Task or practice specific directions;
- The 'rules' by which the organization operates.

Like procedures, work or task instructions tell people what will be done, when and by whom. Task instructions relate to particular task/s associated with a given procedure. For example, an organization may have in place a staff appointment procedure which addresses various issues and the roles of staff; one component of the appointment procedure might involve public advertisement. Rather than clutter the procedure with directions on how to run an advertisement, a work or task instruction would be used by the staff member responsible for placing the advertisement. Instructions are also used to inform people of the 'rules' by which the organization operates; for example, non-smoking, car parking etc. can be published as directives, memos, public display etc.

TABLE OF CONTENTS

O – ORGANIZATION

ACCOUNTABILITY & TRANSPARENCY	1
NSO Rules	3
Programming.....	4
Selection.....	5
Accessibility.....	6
Social Media.....	9
Anti-Doping.....	12
RISK MANAGEMENT	13
Return to Play.....	16
Screening	17
Equity, Diversity and Inclusion.....	19
Harassment.....	22
PERSONAL INFORMATION PROTECTION	23

M – MEMBERSHIP

MEMBERSHIP	26
ATHLETE-COACH TANDEM	27
CLUBS	28
NEW CLUB APPLICATION.....	29

C – COMPETITION

COMPETITION.....	30
------------------	----

D – GOVERNANCE

BOARD OF DIRECTORS DUTIES AND RESPONSIBILITIES	31
ROLE OF PRESIDENT	34
ROLE OF CHIEF EXECUTIVE OFFICER.....	36
DETERMINATION OF ELIGIBLE DIRECTOR CANDIDATES.....	38



POLICY MANUAL

SECTION	ORGANIZATION	POLICY #	O-001
SUBJECT	Accountability and Transparency Policy	EFFECTIVE	January 2009
AUTHORIZED BY	Board of Directors	REVISED	

Swim Ontario is committed to

- the fundamental principles of accountability and transparency as a matter of good governance.
- creating a culture wherein the Board of Directors, Swim Clubs and staff are aware of and understand the principles of accountability and transparency articulated through this policy,
- supporting and contributing to the spirit and intent of the policy.

This policy provides guidance on how Swim Ontario ensures sport and operational matters are approached in an accountable and transparent manner, with emphasis on openness, ethics, performance outcomes and fiscal responsibility. The leadership of the Board and staff will work to ensure these principles are practiced and adhered to throughout the swimming community.

Swim Ontario will promote accountable and transparent sport governance guided by the following principles:

- Decision-making will be open and transparent.
- Board operations will be conducted in an ethical and accountable manner.
- Financial resources will be managed in an efficient and effective manner
- Sport and operational information will be accessible to all stakeholders
- Inquiries, concerns and complaints will be responded to in a timely manner.
- Financial oversight, service standards and performance reporting and all other accountability documents will be made available and accessible,
- Swim Ontario will work to foster a safe environment that allows all stakeholders of this policy to participate freely, without fear of reprisal or retribution.

What do ACCOUNTABILITY and TRANSPARENCY Mean?

Accountability: is a relationship based on the obligation to demonstrate and take responsibility for performance, in light of agreed expectations.

Transparency: is a process in the accountability relationship that ensures access to clear, understandable information free from pretense and deceit, which will improve the results of Swim Ontario’s services and activities and enhance community trust.

ACCOUNTABILITY - Components

1. There must be clearly defined Roles, Responsibilities and Relationships for all those who are a party to this policy. There is a need for all stakeholders to this policy to have a good understanding of the roles and responsibilities of parties involved in the accountability relationship.
 - a. Stakeholders to the policy include: members recognized within the provincial swimming body and other organizations and agencies affected by the actions or inactions of Swim Ontario.
 - b. The roles and responsibilities of the organization must be clearly defined. In the context of other levels of the sport, it should be articulated as to which organization is responsible for what services. Within the provincial organization, the roles of Board of Directors and staff need to be easily understood and the responsibilities clearly acknowledged.

c. The relationship between the corporation as a service provider, and stakeholders as customers, requires an understanding of the expectations of both provider and customer. The roles and responsibilities of stakeholders that utilize the services of the corporation must also be clearly defined in order to ensure the service is provided in a fair, equitable and timely manner and that the agreed outcomes are achieved. Actions will be consistent with clearly understood expectations. Accountability requires that expectations are mutually understood and agreed upon. This includes the need to agree on what each stakeholder is expected to contribute to the end result, and what the desired outcome should be. Simply, each service and business process offered by the corporation should be clearly explained and outlined to include what is expected from the customer and what the customer can expect from the corporation.

In setting expectations and reaching agreement, expectations may be implied or explicit. In many cases there will be a reasonable expectation based on common sense or normal practices and in other cases the outcome or expectation will need to be specifically given and acknowledged. Agreement on expected outcomes is not between an individual and the corporation, but rather, is between collective stakeholders and the corporation. Wherever possible the anticipated outcome of any service provided by the corporation will be given explicitly so as to be clear on what the customer may expect. This could be accomplished through the corporate performance measurement process wherein some business functions of the corporation are identified along with a measurable process and expected outcome.

Definitions

Accountability – The principle that Swim Ontario is obligated to demonstrate and take responsibility for its actions, decisions and policies and that it is answerable to the membership at large.

Transparency – The principle that Swim Ontario will conduct its business in an accessible, clear and visible manner and that its activities are open to examination by its stakeholders.

POLICY MANUAL

SECTION	ORGANIZATION	POLICY #	O-002
SUBJECT	Accountability & Transparency	EFFECTIVE	October 2016
AUTHORIZED BY	Board of Directors	REVISED	

NSO Rules

As stated in our bylaws, Swim Ontario shall at all times govern itself in accordance with the rules and policies of Swimming Canada, The Aquatic Federation of Canada, FINA and the World Anti-Doping Association.

POLICY MANUAL

SECTION	ORGANIZATION	POLICY #	O-003
SUBJECT	Accountability & Transparency	EFFECTIVE	October 2016
AUTHORIZED BY	Board of Directors	REVISED	April 2018

Programming

Swim Ontario shall review its programs and deliverables for all members and registrants annually, including but not limited to, Clubs, Swimmers, Para Swimmers, Coaches, Officials, SO Board Members and Swim Ontario staff. Swim Ontario's programs shall align with its strategic plan and comply with its bylaws, policies and procedures.

POLICY MANUAL

SECTION	ORGANIZATION	POLICY #	O-004
SUBJECT	Accountability & Transparency	EFFECTIVE	October 2016
AUTHORIZED BY	Board of Directors	REVISED	

Selection

The selection process will be based on a combination of objective and subjective criteria relevant to the program or opportunity for which selection is required.

In all cases, the criteria used for selection will be made available to the broader swimming community as soon as they are known, prior to the selection process being completed.

Swim Ontario may, at its choosing, mandate that individuals be eligible to compete for Canada internationally in order to be considered for selection.

The Chief Executive Officer has the authority and responsibility to develop and approve the selection criteria for each competitive opportunity.

SECTION	ORGANIZATION	POLICY #	O-005
SUBJECT	Accountability & Transparency	EFFECTIVE	October 2016
AUTHORIZED BY	Board of Directors	REVISED	

Accessibility

Swim Ontario abides by all provincial and federal accessibility laws including, but not limited to, the *Accessibilities for Ontarians with Disabilities Act*.

Swim Ontario strives at all times to provide its goods and services in a way that respects the dignity and independence of people with disabilities. Swim Ontario is also committed to giving people with disabilities the same opportunity to access our goods and services by allowing them to benefit from the same services, in the same place and in a similar way as other customers. Swim Ontario is committed to excellence in serving all customers including people with disabilities and we will carry out our functions and responsibilities in the following areas:

1. Communication- The establishment of policies, procedures and practices of goods and services from Swim Ontario to persons with disabilities
2. The use of Service Animals, Support Persons and Assistive Devices by Persons with Disabilities
3. Notice of Temporary Disruptions in Services and Facilities
4. Staff Training
5. Customer Service Feedback
6. Notice of Availability of Documents

It is the policy of Swim Ontario that its working environment operate free from discrimination. This policy shall apply to every person who deals with members of the public or other third parties on behalf of the Swim Ontario whether the person does so as an employee, agent, volunteer or otherwise. Failure to comply with this policy and operational procedures may result in disciplinary action up to and including termination.

Understanding Disability and The AODA, 2005

The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) which applies to both the public and private sector is Provincial Legislation with the purpose of developing, implementing and enforcing mandatory accessibility standards in order to comply with such standards for accessibility with respect to goods, services, facilities, accommodation, employment, buildings, structures and premises by 2025. Ontario Regulation 429/07 "Accessibility Standards for Customer Service" states that organizations in Ontario must comply with the standards and provide their goods and services in accessible ways to people with disabilities.

Communication

Swim Ontario will communicate with people with disabilities in ways that take into consideration their disabilities. Staff will be trained on how to interact and communicate with people with various types of disabilities. We are committed to providing fully accessible telephone service to our customers.

Staff will be trained to communicate with customers over the telephone in clear and plain language and to speak clearly and slowly. We will offer to communicate with customers by another method, such as email, if telephone communication is not suitable to their communication needs or is not available. Customers will be offered alternative communication formats that will meet their needs in a reasonable manner. They will be offered in ways that fully maintain independence, dignity and equality. Information and documents will be available to customers in alternative formats to meet their needs.

Assistive Devices

Swim Ontario is committed to serving persons with disabilities who use assistive devices to obtain, use or benefit from the organization's goods and services. Swim Ontario will ensure that staff is trained and familiar with various assistive devices that may be used by customers with disabilities while accessing our goods and services. Assistive devices will be permitted and may be used by persons with disabilities when participating or benefitting from the goods and services pertaining to Swim Ontario. Assistive devices may not be permitted if the use of the device poses risk to the health and safety of the person using the device or to others using the goods and services of the organization. We currently provide the following types of assistive devices, where applicable, at our facilities:

- Wheelchair ramps
- Wheelchair accessible public washrooms and change rooms
- Elevator access
- Text Telephones (TTY)
- Written documents/policies

Service Animals and Support Persons

Swim Ontario is committed to welcoming people with disabilities who are accompanied by a service animal and/or a support person. Service Animals will be permitted entry for use by persons with disabilities to Swim Ontario in all areas except for those prohibited by law. Swim Ontario will ensure that all staff, volunteers and others dealing with the public are properly trained in how to interact with people with disabilities who are accompanied by a service animal. When a service animal is unruly or disruptive (jumping on people, biting, or other harmful behaviour) an employee may ask the person with a disability to remove the animal from the area or refuse access to goods and services. Other reasonable arrangement to provide goods and services shall be explored with the assistance of the person with a disability. Support persons for people with disabilities are allowed to enter Swim Ontario's premises. At no time will a person with a disability who is accompanied by a support person be prevented from having access to his or her support person while on our premises. Fees will not be charged for support persons for admission to Swim Ontario's premises. Customers will be informed of this by a notice that will be posted at Swim Ontario's premises and on the organization's website.

Notice of Temporary Disruption

In the event of a planned or unexpected disruption in the facilities and services of Swim Ontario, notice will be delivered in mass forms of communication which will include all available information concerning the disruption: reason, duration, alternate services and facilities available, as well as any other appropriate measures needed to be delivered to those affected. Notice of the disruption will also be placed at all public entrances and service counters on our premises, as well as on Swim Ontario's website.

Training for Staff

Swim Ontario will provide professional and appropriate training to all employees, volunteers and others who deal with the public or other third parties on their behalf, as well as those who are involved in the development and approvals of customer service policies, practices and procedures. AODA Customer Service training will be a requirement to employment with Swim Ontario in order to uphold the quality of customer service of the organization. On-going training will be mandatory for all existing staff where applicable in order to stay abreast of all segments of the AODA as it may be amended from time to time. Training will be provided in a group setting and will include:

- The purposes of the Accessibility for Ontarians with Disabilities Act, 2005 and the requirements of the customer service standards
- How to interact and communicate with people with various types of disabilities
- How to interact with people with disabilities who use an assistive device or require the assistance of a service animal or support person
- How to assist and/or use assistive devices in order to help with the provision of goods and services to people with disabilities
- What to do if a person with a disability is having difficulty in accessing the organization's goods and services
- Policies, Practices and Procedures relating to the customer service standards

Feedback Process

Swim Ontario is committed to meeting and surpassing the unique needs and expectations of its customers while serving customers with disabilities. Comments on our services regarding how well those expectations are being met are welcomed and greatly appreciated. Feedback regarding policies, practices and procedures concerning goods and services provided to persons with disabilities can be made by email, phone, in person or by mail. All feedback should be directed to Swim Ontario Privacy Officer.

Complaints will be addressed according to the Swim Ontario complaint process, as outlined in the complaints and disputes section of the Swim Ontario website.

Notice of Availability of Documents

Swim Ontario is committed to developing customer service policies that respect and promote the dignity and independence of people with disabilities. Upon request, documents including but not limited to billing invoice, manuals, policies, procedures and practices will be provided to customers of the organization in alternative formats that will adhere to the needs and requirements of person with disabilities. Practices and procedures will be put in place to evaluate the necessary formats to provide documents, before execution of the formats. These formats will be communicated accordingly to the persons with disabilities by the organization and in ways that promote dignity and independence.

Questions and Concerns About This Policy

This Policy exists to achieve service excellence to customers with disabilities. If anyone has questions or concerns about this Policy, or if the purpose of the Policy is not understood, an explanation should be provided by, or referred to, the Chief Executive Officer of Swim Ontario.

Other sources to consider:

Ontario Human Rights (<http://www.ohrc.on.ca/en/issues/disability>)
Accessibility for Ontarians with Disability Act, 2005
(<http://www.mcsc.gov.on.ca/en/mcsc/programs/accessibility/OntarioAccessibilityLaw/2005/index.aspx>)

As required by the Act, the policy and operational procedures shall be reviewed annually.

Any policy of Swim Ontario that does not respect and promote the dignity and independence of people with disabilities will be modified or removed.

SECTION	ORGANIZATION	POLICY #	O-006
SUBJECT	Accountability & Transparency	EFFECTIVE	September 2018
AUTHORIZED BY	Board of Directors	REVISED	August 2018

Social Media & Social Networking Policy

Background & Introduction

Swim Ontario (“SO”) recognizes that social media can be used for organizational purposes to increase communication between and among its member clubs, registrants, and partners and advance the promotion and positive profile of our sport.

SO actively encourages and supports registered athletes to take part in social media to share their swimming related experiences. Athletes are one of our best sources of social media content and act as ambassadors for our organization and our sport. Social media platforms provide a great opportunity to raise the profile of our athletes and help them connect with fans of the sport.

SO also recognizes the importance of online conversation and respects the right to freedom of speech and the use of social media for personal purposes.

SO is committed to a sport and work environment that supports responsible and respectful use of social media by its athletes, coaches, officials, volunteers, staff, member clubs, and Board of Directors. All postings made to social media are treated as ‘public,’ comparable to comments or actions in a public forum or in front of a camera or microphone.

This policy describes SO’s commitment to using social media responsibly.

A. Policy Details

1. Application and Scope

This policy applies to all employees, directors, registrants (coaches, athletes, officials, volunteers) and member clubs of SO. It applies to online behaviour when serving as a representative of SO and when participating as a sole individual.

The policy refers to use of a broad sweep of online activity including, but not limited to, social, professional and multi-media networks and live-blogging tools. It includes posts, comments, shares and tweets initiated by an individual, as well as re-tweeting or reposting someone else’s comment(s) to one’s own social media account.

Posting on any social media platform ensures the near-permanent existence of that material. A tweet posted six months ago can be easily found by an intrepid researcher. A picture that is posted on social media platforms never really goes away. These reasons underscore why we need to be especially careful about our social media use.

Today, social media is no longer limited to blogs and social networking sites. Below is a non-exhaustive list of other forms of social media participation. You have participated in some form of social media if you have:

- Posted a comment on a blog;
- Posted a review or rated a product;
- Tweeted anything;
- Participated in an online poll;
- Posted a status update on any form of social media platform (ex. Facebook, Twitter, Instagram, etc.);
- Created a LinkedIn Profile;
- Uploaded a video to YouTube or Vimeo;
- Shared an image on Flickr; or
- Shared your location on Foursquare or the like.

This policy covers social media messaging and actions that fall within SO's organizational jurisdiction and includes, but is not restricted to, protection of individuals, our brand, our sport profile, and relationships with our sponsors and funding partners.

2. Standard of Conduct – Messaging and Posting

SO endorses a high standard of behaviour when using social media and does not condone any messages that may contravene our Bylaws, Policies or Procedures, including for greater certainty, our Comprehensive Code of Conduct and Ethics. For example, SO does not condone messages that:

- May constitute harassment, discrimination or violence;
- May be hurtful, malicious, degrading or otherwise offensive to an individual or group of individuals;
- Refer to controversial or potentially inflammatory subjects including, but not limited to, politics, sex, and religion;
- May be damaging to our brand and/or relationships with our stakeholders and funding partners;
- Divulge confidential or proprietary information that belongs to SO; and/or
- Fail to respect the privacy of others by disclosing personal information without requisite consent.

Only communications staff employed by SO, or designate, may post on the official social media sites of SO, unless written permission is given by SO.

Messages posted on personal online sites cannot be attributed to SO and must not appear to be endorsed by or originated from SO.

3. Swim Ontario Inquiries

All official inquiries about SO must be answered through SO's official communication platforms. An individual directly receiving requests from others (e.g., a journalist) regarding issues relevant to SO, are to contact the communications manager and/or Director of Administration and Communication and/or Chief Executive Officer prior to responding and in order to frame an appropriate response, as required.

4. Imposing Disciplinary Sanctions

An individual that uses social media irresponsibly or disrespectfully in a manner that may bring SO into disrepute and/or is contrary to our Bylaws, Policies or Procedures as well as the standards of conduct for messaging and posting outlined above, will be subject to discipline. Indiscretions through social media are subject to the same discipline as if the social media user made similar damaging comments or actions in another public forum or in front of a camera or microphone.

Complaints and discipline are subject to the "Complaint, Discipline and Appeal Procedure". Disciplinary sanctions will reflect the severity of the infraction.

Any individual may appeal the decision and disciplinary sanctions by following the Dispute Resolution and Appeals Policy established by SO.

Disciplinary sanctions imposed internally by SO do not preclude legal action that may be taken against an individual using social media irresponsibly.

B. Additional Pertinent Information

This Social Media and Social Networking Policy is meant to cover existing and emergent online tools and network options.

C. Policy Implementation

The Chief Executive Officer and staff of SO have shared responsibility and accountability to implement and enforce this policy.

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POLICY MANUAL

SECTION	ORGANIZATION	POLICY #	O-007
SUBJECT	Accountability & Transparency	EFFECTIVE	April 2018
AUTHORIZED BY	Board of Directors	REVISED	2011

Policy Statement - This policy envisions a Canadian culture of ethical, doping-free sport.

The Canadian Policy against Doping in Sport-2011 (CPADS-2011) is guided by the fundamental commitment to safeguard the integrity and values of sport and to protect the health of individuals from the unethical practice of doping.

The CADP is a set of rules with respect to the use of prohibited substances and methods in sport adopted by national sport organizations (NSO) and multi-sport organizations (MSO) that serves to protect the integrity of sport and the rights of clean athletes.

The CADP is compliant with the [World Anti-Doping Code](#) (Code) and its six [International Standards](#) dealing with various technical areas along with their associated Technical Documents.

Organizations, athletes, athlete support personnel and other persons belonging to sport organizations that have adopted the CADP accept these rules as a condition of participation in sport and agree to be bound by these rules.

Sport organizations and individuals have significant roles to play in building and fostering a doping-free sport environment. In doing so, it is understood that participation in sport entails respect for the values and rules of sport, including those related to anti-doping. In Canada, the Canadian Centre for Ethics in Sport (CCES) – an independent not-for-profit organization – administers the Canadian Anti-Doping Program (CADP). The CADP describes how the Code compliant anti-doping program is implemented.

Swim Ontario role is to provide:

- Leadership and program delivery, including through the use of funding sanctions, that reinforce doping-free sport within their jurisdictions, with a primary emphasis on education;
- Coordination with our national sporting federation on anti-doping efforts; and
- Encouragement of the sport community to collaboratively engage in promoting and working towards doping free sport.

SECTION	ORGANIZATION	POLICY #	O-008
SUBJECT	Risk Management	EFFECTIVE	January 2009
AUTHORIZED BY	Board of Directors	REVISED	

As the provincial sport organization that governs swimming in Ontario, Swim Ontario recognizes that there are risks inherent in the operation of the organization and in the sport of swimming. Swim Ontario is committed to minimizing risks to the organization and its members by being pro-active in identifying, measuring and controlling actual and potential risks.

Purpose

The purposes of risk management are to:

- prevent or limit injury to participants, volunteers and staff;
- help protect Swim Ontario and its volunteers and staff against litigation;
- reduce the cost of insurance;
- improve the services provided to Swim Ontario’s members;
- practice sound business management; and
- enhance Swim Ontario’s image and reputation.

Applicability

This policy is applicable to all levels of swimming within the province and all clubs are encouraged to adopt the same policy, or one that is similar in content and practice, to govern the management of risk within their organizations. Regions are also encouraged to adopt or to adapt to their needs and to those of their member clubs the specific risk control measures that are established by Swim Ontario in response to this policy.

Definitions

- **Risk** is defined as any condition or circumstance that may result in injury, damage or loss to either individuals or organizations.
- **Risk management** is a structured approach for reducing the chance of injury, damage or loss by taking steps to identify, measure and control risks.
- **Risk Management Plan** is a systematic analysis of activities within Swim Ontario to document potential risks, and the selection and introduction of appropriate risk control measures.

Policy

All activities or events undertaken by Swim Ontario must be analyzed from a risk management perspective with a view to protecting Swim Ontario and its members against possible risk. Prudent measures must be taken to identify and measure and control both predictable and unforeseen risks. Risk control strategies and procedures must be reasonable, and must protect Swim Ontario from accusations of negligence by establishing a “standard of care” that is defined by written/published standards, unwritten/unpublished standards (e.g. typical practices within the Canadian sport system or industry), established precedent (i.e. case law) and common sense. Risk management is a shared responsibility. All directors, officers, staff and volunteers have a general responsibility to take appropriate measures within their terms of reference to manage risk.

Provisions

Managing risk involves a twostep process: identifying and measuring actual or potential risks; and the development and implementation of measures for controlling risks. These two steps are explained at greater length below. Any risk that may arise as a result of an activity or event shall be identified, and the probability of that risk becoming reality and the related potential effect and/or cost to individuals or organizations shall be assessed. The sources of risk are generally categorized as: facilities (e.g. practice and competition pools); equipment (e.g. office equipment, starting blocks); people (e.g. swimmers, staff, volunteer officials); and programs (i.e. swimming itself). The main types of risk are categorized as:

- physical or mental injury;
- loss of rights/wrongful actions;
- property loss or damage; and
- damage to reputation.

Controlling Risks

Based on the results of risk identification and measurement, steps shall be taken to control risks. Controlling risks generally entails developing and implementing measures that have one of four purposes:

- Retaining the risk – no action is taken because the likelihood of occurrence is low and the risk-related consequences are low.
- Reducing the risk and minimizing the exposure – actions are taken to reduce the likelihood of occurrence and/or the consequences.
- Transferring the risk – the level of risk is accepted, but the risk is transferred to others (e.g. through insurance or other forms of contracts).
- Avoiding the risk – the risk is eliminated through a decision to not continue with the risk-generating activity (e.g. cancel an event or program).

Risk control measures or strategies to retain, reduce, transfer or eliminate assessed risk may include, but are not limited to:

- policy development;
- communication and education;
- instruction or special training;
- establishment of mandatory qualifications and certification;
- use of legally sound agreements and contracts (with athletes, employees, contractors, partners, etc);
- supervision;
- establishment of complaint handling procedures;
- frequent reviews of insurance policies;
- emergency systems and procedures;
- modifications to equipment and facilities; and
- use of warnings and waiver liability forms.

The Admin and Finance Committee of Swim Ontario (headed by the V.P. Finance) is responsible and accountable to the Board for preparing Swim Ontario's Risk Management Plan, coordinating its implementation and ensuring that it remains up-to-date.

Risk Management Plan

A Risk Management Plan shall be developed as the mechanism for ensuring a coordinated approach to risk management within Swim Ontario's operations. The Risk Management Plan shall address both identified risks and a process for dealing with unforeseen risks:

The Plan shall identify all of the known risks of any significance that pertain to Swim Ontario and its operations. For each risk, a mitigating control measure or measures shall be specified. A specific appointment within the Swim Ontario staff/volunteer team shall be tasked with the responsibility of managing the selected risk control measure(s).

The Plan should also include a methodology for periodic review of each risk control measure to ensure that it remains current and functional.

The Plan should identify a process through which Swim Ontario's operating environment is regularly scanned for new risks. The process must specify the procedure for identifying and measuring new risks, for determining appropriate control measures, for assigning responsibility for control measures and for updating the Risk Management Plan accordingly.

Insurance is one of the principal risk control measures that Swim Ontario employs.

Swim Ontario maintains an insurance policy on behalf of the directors, members and volunteers of Swim Ontario, its member regions and the member clubs. The coverage in force is a Third Party Sports Liability Policy that includes Directors and Officers errors and omissions.

Merely identifying possible risks does not mean that the activity or event is covered by Swim Ontario's insurance policy. Therefore, a proactive and focused effort shall be made to ensure that all activities or events are evaluated for essentiality and for associated risks. If an activity is deemed to be necessary and it is assessed that insurance is an appropriate control measure for risks associated with the activity, action must be taken to ensure that insurance coverage is in place.

Swim Ontario's Chief Executive Officer (CEO) is responsible for all administration related to the maintenance of current and effective coverage through the Swim Ontario insurance policy. The CEO will be the Swim Ontario authority on insurance matters, and is responsible for all communication regarding insurance matters between Swim Ontario and its insurer and between Swim Ontario and its member divisions.

The CEO will prepare reports on the status of Swim Ontario's Risk Management Plan and insurance policy will be made annually to the Swim Ontario Board, normally at its Fall meeting (on the occasion of the Swim Ontario Annual General Meeting).

SECTION	ORGANIZATION	POLICY #	O-009
SUBJECT	Risk Management	EFFECTIVE	October 2016
AUTHORIZED BY	Board of Directors	REVISED	

Return to Play

Concussion Management

If a concussion is suspected, be safe and consult a physician as soon as possible. See the Concussion protocol on page 27 of the Swim Ontario Procedures Manual for more information on signs and symptoms. (Updated below) Once diagnosed, concussion recovery varies considerably for athletes and is influenced by many factors. A licensed sport medicine practitioner, with experience in the areas of concussion management and treatment should guide all return to sport decisions. The responsibility rests with the athlete, their caregivers, and their training program provider(s) to ensure that there is no training or playing, including other sports, until medically cleared to do so, by their medical practitioner.

Other injuries

All injuries or illness need to be reported to the athlete’s training program provider(s). (Outside of concussion management procedures stated above) Each injury/illness is managed on a case-by-case basis. The attending Physician, Sport Medicine Specialist, or Therapist (PT or AT) manages the situation and communicates the required recovery protocol and return to play to the athlete’s caregivers and coach. Physicians’ and Therapists’ recommendations and treatment protocols shall be absolutely followed.

Based on information supplied Dr. Steve Keeler, National Team Physician, Swimming Canada and Alan Wrigley PhD - Integrated Support Team Director, Swimming Canada

SECTION	ORGANIZATION	POLICY #	O-010
SUBJECT	Risk Management	EFFECTIVE	April 2018
AUTHORIZED BY	Board of Directors	REVISED	

Screening

Swim Ontario has a duty of care to protect and not place at unreasonable risk its staff, titleholders and third parties. In meeting this responsibility, Swim Ontario must be confident that all members and registrants and those involved in sanctioned events meet the highest standards of integrity and suitability so that the swimming community is satisfied it has minimized the risk of an unsafe environment.

The purpose of screening is to identify individuals who may pose a risk to Swim Ontario, our member clubs and its participants in the course of the individual’s involvement in such programs, activities and events.

Swim Ontario has a duty of care to protect and not place at unreasonable risk its most precious resource...the swimmers. Any organization working with vulnerable people must assume the responsibility of screening. It is essential to develop a screening policy and subsequent procedures that meets the needs of our organization. Screening is an ongoing process designed to identify any person whether paid, or unpaid, volunteer or staff, who may harm children, youth or other vulnerable persons.

Swim Ontario understands that the screening of identified Individuals is a vital part of providing a safe sporting environment and has become a common practice among sport organizations that provide programs and services to the community.

Definitions

1. The following terms have these meanings in this Policy:
 - a. “Organization” – Swim Ontario
 - b. “Individuals” – All categories of membership defined in the Organization’s Bylaws, as well as all individuals employed by, or engaged in activities with, the Organization including, but not limited to, athletes, coaches, IST personnel, officials, volunteers, directors, committee members, officers, team managers, medical and paramedical personnel, administrators, and employees of the Organization

- c. "Police Record Check" – A search of the RCMP criminal records database to determine whether the individual has a criminal record (PRC)
- d. "Vulnerable Sector Check" – A secondary part of the Police Record Check, for individuals who are volunteering in a vulnerable sector (such as with minor athletes or with persons with a disability), which also searches for the existence of any pardoned sex offenses and/or charges (VSC)

Application of this policy

This Policy applies to all individuals, as identified and defined by the Organization, whose position with the Organization is one of trust or authority which may relate to, at a minimum, finances, supervision, young people, or people with a disability.

- 2. Not all Individuals associated with the Organization will be required to undergo screening through this Policy because not all positions pose a risk of harm to the Organization or to its participants.
- 3. The Organization, at a minimum, has determined the following "Screening Procedures" as per the Swim Ontario Procedure document will be applied;
 - a) Security Screening Checks for Swim Ontario, SO Board/Volunteers & SO Staff
 - b) Screening – Club Personnel
 - c) Screening – Sanctioned Events Photography
 - d) Any other Individual, as identified by the Organization

POLICY MANUAL

SECTION	ORGANIZATION	POLICY #	O-011
SUBJECT	Risk Management	EFFECTIVE	March 2017
AUTHORIZED BY	Board of Directors	REVISED	April 2024

EQUITY, DIVERSITY, AND INCLUSION POLICY

1. Overview

1.1. Swim Ontario believes that everyone has the right to participate in and enjoy the sport of swimming. Swim Ontario wants all Individuals to feel welcome, included and empowered when participating in the sport. Swim Ontario is committed to developing, maintaining, and supporting a culture of Equity, Diversity, and Inclusion within the organization and in its activities.

2. Definitions

2.1. Swim Ontario recognizes that terminology evolves over time and that definitions as used in this policy may need to be reviewed and updated from time to time to ensure the best, most accurate, and respectful use of language in this policy.

Accommodations — means specific changes made to support the full and fair participation of an individual who has encountered barriers because of their protected personal characteristics. Such personal characteristics include the grounds protected under the *Ontario Human Rights Code*, RSO 1990, c H.19 (the “**OHRC**”), but may include analogous grounds for equity-deserving groups not included in the *OHRC*.

Diversity — means the presence and participation of a variety of individuals with different personal characteristics. Diversity can relate to race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, religion, sex, sexual orientation, gender identity, gender expression, age, marital status, family status, disability, or analogous grounds. Diversity in this context places specific emphasis on groups who face systemic exclusion or barriers due to their personal characteristics.

Equity — Equity is the belief and the practice of treating individuals in ways that are fair, equitable and just. Equity does not necessarily mean that all persons must be treated exactly the same. Individuals may need to be treated differently in order to be treated fairly (see “Accommodations”), for example, Swim Ontario may limit participation based on personal characteristics in Equity-seeking programming. Swim Ontario is committed to promoting equitable participation at all levels of the organization and in the sport of swimming. For clarity, Equity considerations will not affect qualification standards as prescribed in the Swimming Canada Rules or international qualification rules.

Equity-Deserving Groups — means demographic groups who may face additional barriers, including attitudinal, historic and social barriers, in Ontario society because of their personal characteristics. Many Equity-Deserving Groups are underrepresented in the sport of swimming in Ontario.

Equity-Deserving Individuals — means Individuals who identify as belonging to a specified Equity-Deserving Group or Groups.

Inclusion — means the welcoming of and respect for individuals with diverse personal characteristics to participate in the organization and activities of Swim Ontario. Inclusion involves celebrating the diversity of individuals within an organization and ensuring that everyone feels comfortable, safe and fully able to participate in Swim Ontario’s operations and/or activities. Inclusion also involves encouraging and creating opportunities for Equity-Deserving and Indigenous Individuals to become involved with the organization and with the sport of swimming.

Indigenous Peoples— means First Nations, Métis and Inuit peoples. While Indigenous Peoples are Equity-Deserving Groups, they also have specific rights and protections under Canadian and international law. The distinction between Indigenous Peoples and other Equity-Deserving Groups serves to recognize those rights as well as Swim Ontario’s commitment to reconciliation and to following the recommendations of the Final Report of the National Centre for Truth and Reconciliation.

Indigenous Individuals — means Individuals who identify as being First Nations, Métis and/or Inuit.

Individuals — means all categories of registration, and participation within Swim Ontario, as per the Swim Ontario Bylaws, policies and procedures, as well as all individuals engaged in activities with Swim Ontario, including but not limited to athletes, coaches, officials, volunteers, managers, administrators, directors and officers of Swim Ontario, and parents/guardians of Swim Ontario Registrants.

3. Purpose

- 3.1. Swim Ontario is committed to developing, maintaining, and supporting a culture of Equity, Diversity and Inclusion in its athletic participation, workforce, governance, the delivery of its activities, communications, and community engagement.

4. Application

- 4.1. Swim Ontario commits to encouraging awareness and understanding of the Equity, Diversity and Inclusion issues among its Member Clubs and Individuals.
- 4.2. This policy will complement and be read in conjunction with Swim Ontario’s Code of Conduct and Ethics for all Participants Including Parents/Guardians (the “**Code of Conduct**”) and inform Swim Ontario’s approach to addressing Code of Conduct Complaints.
- 4.3. Swim Ontario will ensure that Equity, Diversity and Inclusion are key considerations when encouraging participation in the sport of swimming, when developing and updating Swim Ontario policies and procedures, and when planning and facilitating sanctioned activities.

5. Accommodations

- 5.1. Swim Ontario will make reasonable Accommodations for Individuals where doing so will support Equity, Diversity, and Inclusion in the activities and/or operations of Swim Ontario unless the needs of the Individual cannot be accommodated without undue hardship as defined in the *OHRC*.

6. Community Relations

- 6.1. Swim Ontario will seek out partnership and sponsorship from companies that knowingly promote and endorse the principles and values of Equity, Diversity, and Inclusion.
- 6.2. Swim Ontario will ensure that its marketing practices and community outreach and engagement are representative of the principles of Equity, Diversity, and Inclusion.

7. Employees/Volunteers

- 7.1. Swim Ontario commits to enhancing Diversity when recruiting for employment within the organization and will encourage its Member Clubs to do the same.
- 7.2. Swim Ontario commits to encouraging Inclusion and Diversity on its Board of Directors and committees and will encourage its Member Clubs to do the same.
- 7.3. Swim Ontario commits to the ongoing cultivation of a work and volunteer environment free from discrimination that is dedicated to Equity and Inclusion.
- 7.4. Swim Ontario commits to developing policy and creating an environment aimed at responding to the needs of employees and volunteers who are Equity Deserving and Indigenous Individuals.

8. Participation in the Sport of Swimming

- 8.1. Swim Ontario will ensure that its programs and activities welcome the participation of all people including Equity-Deserving and Indigenous Individuals.
- 8.2. Swim Ontario will reasonably seek to eliminate barriers to participation in the sport of swimming for Equity-Deserving Groups and Indigenous Peoples.
- 8.3. When possible, Swim Ontario will develop programming that specifically seeks to encourage the participation of Equity-Deserving and Indigenous Individuals in the sport of swimming.

9. Indigenous Land

- 9.1. Swim Ontario is committed to acknowledging the history and ongoing relationships that Indigenous Peoples have with the Land on which Swim Ontario sanctioned activities take place.

10. Compliance

- 10.1. Swim Ontario is committed to creating and maintaining an equitable and inclusive environment for all and providing access to its programs and services without discrimination of any kind. All Individuals are responsible for preventing and discouraging discrimination by:
 - a) understanding and upholding the principles of this Policy;
 - b) not engaging in behaviour contrary to this Policy, and ensuring that all persons are treated fairly and equitably;
 - c) not allowing or condoning behavior contrary to this Policy;
 - d) Reporting incidents of discrimination to Swim Ontario in a thorough and time-sensitive manner.

11. Ongoing Commitment

- 11.1. Swim Ontario recognizes that its dedication to Equity, Diversity, and Inclusion is an ongoing commitment that will require Swim Ontario to be self-reflective and continually monitor its progress.

POLICY SECTION:	ORGANIZATION – RISK MANAGEMENT	POLICY #	O--013
RESPONSIBILITY:	Policy and Governance Committee	EFFECTIVE DATE	Dec. 1 2023
SUBJECT:	Harassment Policy	FIRST ENACTED	Dec. 1 2023
AUTHORIZED BY:	Board of Directors	REVISED and APPROVED	

Harassment

Background

This policy covers anyone participating in Swim Ontario and Member Club sanctioned activities. Individuals can and typically will be subject to the provisions of more than one policy simultaneously (please see Swimming Canada, athlete club, tour teams and more). This procedure defines the appropriate actions and conduct of people participating in a Swim Ontario sanctioned activity. Although other organizations may have their own conduct standards this is the minimum expectation of Swim Ontario.

Swim Ontario is committed to providing a sport environment in which all individuals are treated with respect and dignity. Harassment will not be tolerated from any person or in any form. All participants must be dedicated to preventing harassment.

All Swim Ontario participants are subject to Swim Ontario’s Comprehensive Code of Conduct and Ethics which defines harassment, sexual harassment and related prohibited acts. Complaints raised regarding harassment, sexual harassment or related activities will be addressed pursuant to Swim Ontario’s Complaints, Dispute Resolution, Discipline and Appeals Procedure. Complaints of this nature should be directed to Swim Ontario’s Dispute Resolution Officer.

SECTION	ORGANIZATION	POLICY #	O-014
SUBJECT	Personal Information Protection	EFFECTIVE	January 2009
AUTHORIZED BY	Board of Directors	REVISED	

On January 1, 2004 new privacy laws (PIPEDA) come into effect protecting personal information that is electronically collected, used or disclosed by all private sector companies, unless it is superseded by similar provincial legislation.

People will now be able to access information that companies hold on them and correct it if it is wrong. Individuals who feel their privacy has been invaded can lodge a complaint and expect action to be taken to resolve the situation. The new law provides for financial compensation.

This legislation does not try to prevent the collecting of information; it merely aims to make organizations more transparent about why they are collecting information and what they are doing with it.

The 10 privacy principles are:

1. **Accountability** - An organization is responsible for information under its control and shall designate an individual or individuals (privacy officer(s) who are accountable for the organization's compliance;
2. **Identifying Purposes** - The purposes for which the information is collected is to be identified by the organization at or before the time the information is collected;
3. **Consent** - The knowledge and consent of the individual are required for the collection, use or disclosure of personal information.
4. **Limiting Collection** - The collection of personal information will be limited to that which is necessary for the purposes identified by the organization.
5. **Limiting Use, Disclosure and Retention** - Personal information will not be used or disclosed for purposes other than those for which it was collected, except with the consent of the individual or as required by law. Personal information will be retained only for as long as necessary for fulfillment of those purposes.
6. **Accuracy** - Personal information will be as accurate and up-to-date as is necessary for the purposes for which it is used.
7. **Safeguards** - Personal information will be protected by security safeguards appropriate to the sensitivity of the information.
8. **Openness** - An organization will make specific information about its policies and practices relating to the management of personal information, readily available to individuals.
9. **Individual Access** - Upon request, an individual has the right to be informed of the existence, use and disclosure of his or her personal information and shall be provided access. An individual will also be able to challenge the accuracy and completeness of the information and have it amended if appropriate.
10. **Challenging Compliance** - An individual shall be able to address a challenge concerning compliance with the above principles to the organization's privacy officer(s).

Policy

Swim Ontario ("SO") routinely collects personal information about SO members.

This Privacy Policy is intended to inform the community, including in particular those whose personal information we hold, of our approach to collecting, using and protecting your personal information.

Accountability: SO considers that protecting all personal information is important and takes your right to privacy seriously.

Purpose: SO collects only the personal information that it needs in order to provide its services and opportunities. If the personal information that SO seeks is not provided, the services and opportunities available from SO may be limited.

Consent: Swimmers joining a competitive organization like Swim Ontario agree to the sharing and public display of the following information

- Full name
- Birth date
- Age
- Gender
- SNC Registration Number
- Citizenship
- Swim times and related events
- Club affiliation
- Any other performance related information necessary to run and record the results from a swimming competition

Limited Collection: Subject to the disclosure provisions in this statement, all of the personal information gathered by SO will be protected by password access. Information held on SwimMeet.ca will be subject to the level of encryption and security defined by Swimming Canada. Only SO staff may access personal information and even then only for one of the purposes in this Privacy Statement. Once SO no longer has a need for personal information it will either be destroyed or de-identified.

Use, Disclosure and Retention: SO may use this personal information in order to manage and administer the services it provides, including processing participation forms, providing sponsorship and participation opportunities, tickets and other information regarding SO services and the sport of swimming, for coach accreditation, to allow participants to receive prize money and to ensure that SO's internal business operations are running smoothly including any reporting or legal requirements it may be required to fulfill.

Disclosure to third parties

From time to time, SO may disclose your personal information to certain third parties. If SO does this, it requires the recipients to protect your personal information in the same way and to the same high standards that SO does. The types of organizations to which SO may disclose your personal information include:

- External service providers that provide SO with financial, legal, administrative, information technology, banking, travel, uniform manufacturing, publications and other services;
- Sponsorship companies including advertising agencies, marketing and/or sales agencies;
- Swimming organizations and committees including the Canadian Olympic Committee, the Canadian Commonwealth Games Association, SNC and FINA;
- SO Members, provincial swimming associations, local swimming clubs and other organizations with which SO is associated.
- Disciplinary committees and investigative bodies;
- Government agencies (as part of our regulatory or statutory obligations);

SO may also disclose your personal information in accordance with its constitution or By-Laws.

Personal Profile and Results: SO may also disclose your personal information including your personal profile, photographs of you and your results to the media, in our newsletter and on our Internet site for public viewing.

Sensitive Information: SO may also need to collect a swimmer's sensitive information including medication being taken, diagnoses of specific conditions and results from any drug testing undertaken at the direction of SO.

SO stores such sensitive information in secured files at the SO offices.

SO may disclose a swimmer's sensitive information to Anti Doping Authorities, FINA, medical boards, and the swimmer's Team Manager and an SO appointed Medical Practitioner from time to time.

Consent to collection of Sensitive Information: By signing the SO Tour Team or other type of acceptance form you confirm that you have read and understood this Privacy Statement and you consent to the collection, use, disclosure and storage of your sensitive information in accordance with this Privacy Statement.

Prohibited Persons/Police Check: SO may arrange for prohibited persons and/or police check to be undertaken on your behalf and will collect the results of such a check. The results from this check may be disclosed.

Access and Accuracy: Anyone may request access to the personal information that SO holds about them. Anyone may ask SO at any time to correct it where you believe it is incorrect or out of date.

Challenging Compliance: There will be no fee for accessing your personal information. To access personal information that SO holds about you, or to obtain more information about your rights or SO's Privacy Policy, please contact the SO Privacy Officer at:

Swim Ontario
875 Morningside Ave Toronto, ON M1C 0C7

Current Privacy Statement This Privacy Statement and the SO Privacy Policy may be amended from time to time if there are changes in the law or to best privacy protection practices. The current version of both documents is available from the Privacy Officer or on the SO website at www.swimontario.com.

Website Privacy Statement Swim Ontario (SO), through its website host, records visits to this website and logs the following information for statistical purposes: the user's server or proxy address, the date/time/length of the visit and the files requested. The information is used to analyze our server traffic. No attempt will be made to identify users or their browsing activities except where authorized by law. For example, in the event of an investigation, a law enforcement agency may exercise their legal authority to inspect the internet service provider's logs. If you send us an email message we will record your contact details keeping and this information will only be used for the purpose for which you have provided it. We will not use your email for any other purpose and will not disclose it without your consent. When users choose to join a mailing list their details are added to that specific mailing list and used for the stated purpose of that list only. This is a cookie-free site.

You need to be aware of inherent risks associated with the transmission of information via the Internet. If you have concerns in this regard, SO has other ways of obtaining and providing information. Normal mail, telephone and fax facilities are available.

SO is not responsible for the privacy practices or the content of the linked web sites and the other pages hosted by SO on behalf of non- SO agencies and organizations.

Disclaimer The material on this website is made available on the understanding that users exercise their own skill and care with respect to its use. Before relying on the material in any important matter, users should carefully evaluate the accuracy, completeness and relevance of the information, and should obtain appropriate professional advice relevant to their particular circumstances.

The material on this site includes views and recommendations of individuals, which do not necessarily reflect the positions of the Swim Ontario (SO), its programs, or the SO Board.

Links to external web sites are inserted for convenience and do not constitute endorsement of material at those sites, or any associated organization, product or service.

POLICY MANUAL

SECTION	MEMBERSHIP	POLICY #	M - 001
SUBJECT	Membership	EFFECTIVE	January 2009
AUTHORIZED BY	Board of Directors	REVISED	

Swim Ontario is a member of Swimming Canada. Swim Ontario is a not for profit sport governing body responsible for the organization and regulation of competitive swimming in Ontario.

Swim Ontario promotes excellence by structuring, regulating and supporting programs which encourage the maximum development of each individual swimmer. This is managed through its volunteer Board of Directors and procedures administered by a professional staff located in Toronto.

Membership in Swim Ontario is inclusive. The strict definition, along with the privileges is defined by the bylaws.

The foundation for excellence rests within the clubs found within the province. Working through this structure clubs will deliver the communication, regulation and quality of swimmer development and competition needed to achieve excellence in compliance with the bylaws, policies and procedures of Swim Ontario. Similarly, all clubs will operate on an ethical foundation including but not limited to engaging only authorized coaching, ensuring all members are properly registered.

Swim Ontario will endeavour to create and enhance competitive swimming as a sport that involves fun, strength of character and attainment of personal excellence, dedication, health, safety and discipline; in short a sport of superior values.

SECTION	MEMBERSHIP	POLICY #	M-002
SUBJECT	Athlete-Coach Tandem	EFFECTIVE	January 2009
AUTHORIZED BY	Board of Directors	REVISED	April 2018

Swim Ontario supports an athlete-coach tandem.

The athlete-tandem recognizes that there is a defined relationship between the athlete and the coach.

Swim Ontario will only recognize athletes duly registered and in good standing with

- Swimming Canada
- Swim Ontario member club
- Swim Ontario

Swim Ontario will only recognize coaches duly registered and in good standing with

- Canadian Swim Coaches and Teacher Association
- Swimming Canada
- Swim Ontario member club

Those responsible for leadership and decision-making in swimming must recognize the coach-athlete tandem in both defining the needs and goals and in determining how to meet them. The athlete should be an active participant in, not the object of, sporting programs working in tandem with the coach.

Coach-Athlete Values

- *Respect*
- *Fairness*
- *Civility*
- *Honesty*
- *Responsibility*

Swim Ontario will insist that the members follow these values as guidelines. Sportsmanship is considered as essential as athletic ability and Swim Ontario will uphold good sportsmanship at all times.

Coach-Athlete Programs

Support for swimmer through the application of LTADS is at the heart of all programs offered by Swim Ontario. Technical program deliveries recognize excellence within the province and provide opportunities for growth outside our geographic boundaries.

Resource Allocations and Priorities

Swim Ontario will entrench a specific budget amount each year to support education, training opportunities and commitment to excellence. First and foremost, will be technical programs which support the development of the coach-athlete relationship and promote healthy competition.

POLICY MANUAL

SECTION	MEMBERSHIP	POLICY #	M-003
SUBJECT	Clubs	EFFECTIVE	January 2009
AUTHORIZED BY	Board of Directors	REVISED	

Within Ontario there are over 100 clubs of various sizes.

Club membership season is September 1 – August 31. Clubs apply for membership through Swim Ontario.

Annual renewal of the club is required to maintain membership. Fees must be paid prior to athletes being registered against the club.

All clubs must ensure that all athletes and coaches participating in sanctioned competitions are members of their respective organizations. In addition, all coaches of Swim Ontario clubs must join Swimming Canada (SNC), Swim Ontario, and the Canadian Swimming Coaches and Teachers Association (CSCTA) as coach members.

All clubs which register for the first time as a year-round club member must comply with the New Club Affiliation requirements as established by Swim Ontario.

There are many benefits to clubs and individuals who join Swim Ontario. Clubs, coaches and athletes receive liability and excess insurance coverage. Members can compete in sanctioned competitions, which ensure safe, fair and competently officiated events. In addition, there are education benefits to clubs, coach and individuals.

SECTION	MEMBERSHIP	POLICY #	M-003
SUBJECT	New Club Application	EFFECTIVE	January 2009
AUTHORIZED BY	Board of Directors	REVISED	May 2023

Swim Ontario will have a continuing legacy of champions and be recognized as a leader in the delivery of swimming excellence. Swim Ontario and the Ontario swimming community are guided by the following Core Values:

- Safe, respectful, accessible, inclusive and welcoming environments
- People drive our success
- Commitment to service and delivery
- Collaboration, innovation, and personal development
- Empowerment, teamwork and unity
- Committed to winning
- Dedicated to excellence
- Integrity, accountability and risk consciousness of leadership
- Acknowledge and celebrate achievements

Swim Ontario has one (1) category of membership: Clubs. Membership is governed by the provisions of the organization's by-laws as well as the provisions contained in Swim Ontario's policies and procedures as amended from time to time.

Consistent with its values, and further to By-law 2.02, Swim Ontario welcomes applications of new members through a process articulated in the New Club Application Procedure. The resultant review of applications and affiliation processes will be subject to the following tenets:

- Alignment with Swim Ontario's core values through programming and an unwavering commitment to the principles of safe sport, equity, diversity and inclusion.
- An intention to invest in effective governance through organizational leadership and oversight, the adoption of policies and processes, financial accountability and transparency.
- The clear articulation of purpose, objectives and goals of the proposed club.
- A commitment to risk management, including incident reporting, coach and volunteer screening and training, regular internal reporting, and externally reporting where appropriate.
- Clubs can and do coexist within the same geographic catchment; a new club can be formed so long as they can demonstrate non-duplication of the mission/purpose of already recognized clubs.
- A viable sustainability plan that could include things like pool time, coach and staff recruitment plans, and revenue and expense forecasts.

Once approved, members in good standing are entitled to the following privileges (by-law 2.05(b)):

1. To vote;
2. To attend and participate in the meetings and affairs of Swim Ontario;
3. To have its registrants participate in sanctioned competitions, training camps, or clinics of Swim Ontario; or,
4. To participate in other events associated with Swim Ontario.

The Withdrawal and Termination of Membership is subject to by-law 2.04. Members that cease to be in good standing may have privileges suspended and shall not be entitled to vote at meetings of members or be entitled to the benefits and privileges of membership until such time as the Board is satisfied that the member has met the definition of good standing as set out above.

SECTION	COMPETITION	POLICY #	C-001
SUBJECT	Competition	EFFECTIVE	January 2009
AUTHORIZED BY	Board of Directors	REVISED	October 2023

Swim Ontario is tasked with the responsibility of adhering to the expectations and requirements of all competitive policies as set out by Swimming Canada.

Definitions

ACA - Aquatics Canada Aquatiques

PS – Provincial Section (i.e. Swim Ontario)

Swimming Rules of Swimming Canada

I.5.1 Affiliation

Any Athlete shall be affiliated to a World Aquatics Member for being eligible to compete in World Aquatics Competitions and to set World Aquatics World Records in World Aquatics Competitions and other Aquatics events recognised by World Aquatics.

II.C1.0 Authority to Hold Meets in Canada

II.C1.0.1 All meets shall be held under the authority of Swimming Canada or the PS as delegated. **Permits for all World Aquatics International meets shall be secured from ACA.**

II.C1.0.2 All meets shall be conducted under World Aquatics rules and regulations supplemented only by Swimming Canada or PS approved and published rules and regulations.

II.C1.0.3 Provincial Sections shall sanction all meets and time trials held within their jurisdiction. The PS may make special rules and regulations for age group, senior and masters events.

Swim Ontario has the right to issue and deny sanction opportunities to any club.

- Only member clubs in good standing which meet a minimum expectation for officiating excellence will be allowed to submit a request for sanction.
- Swim Ontario shall, on application by an approved host club or organization, sanction all competitions involving competitive swimming if they comply with Swim Ontario requirements for competitive meets as outlined in the Swimming Canada rule book.
- Request for sanction will be in the form of an application and shall outline the time, location, level of competition, facility and other relevant information to allow Swim Ontario to make a decision on the sanction.
- Until such time as a competition is sanctioned, it shall not be covered under the policy of insurance secured by Swimming Canada and Swim Ontario.
- The Board of Directors will identify the fee to sanction a meet for the upcoming season each spring.

POLICY MANUAL

POLICY SECTION:	Governance	POLICY #	G-001
RESPONSIBILITY:	Board of Directors		
SUBJECT:	BOARD OF DIRECTORS DUTIES AND RESPONSIBILITIES	EFFECTIVE	January 2009
AUTHORIZED BY:	BOARD OF DIRECTORS	REVISED	October 2012 August 2019 April 2023

POLICY SUPPORT

Swim Ontario is incorporated in accordance with the Not-for-Profit Corporations Act 2010, S.O. 2010, c15 (“the Act”) as a Public Benefit Corporation.

The governing authority for the Board of Directors (the “Board”) is set out in the Act and Swim Ontario’s General By-Laws. As members of the Board, directors are trustees under the law and have responsibility to oversee the conduct of the organization, to monitor results and to endeavor to ensure that all major issues affecting the organization and its affairs are given proper consideration.

DUTIES AND RESPONSIBILITIES OF THE BOARD

The “Board” is responsible for ensuring that Swim Ontario achieves its mission and goals and does so in a way that is aligned with its stated values, accepted social norms, and builds trust and pride within the swimming community. According to Sport Canada, “Good governance is about achieving desired results in a manner consistent with organizational values and accepted social norms. This is particularly true in the world of sport where our product is people – in particular, our athletes. Sport governance must meld the passion and dedication of volunteers into a focused governance team, operating with integrity and striving to enhance the experiences of the participants, and the performance and reputation of the sport.”¹

While the Board will delegate the organization’s management responsibilities to the CEO, the Board shall retain accountability and responsibility for the entire organization. It is the primary responsibility of the Board to ensure that the assets and resources of Swim Ontario are properly managed, and policies, procedures and systems are in place to enhance the experience of swimmers, and the member clubs that support them including coaches, officials, administrators, parents/guardians, and volunteers.

Directors occupy a position of trust towards Swim Ontario, and the broad swimming community the organization supports and represents. As a Public Benefit corporation, Directors must act with the utmost good faith and in the best interests of the organization giving due consideration to the stakeholders it represents.

The Board is responsible for hiring a CEO to manage Swim Ontario operations, approving the strategic direction for the organization, and providing ongoing operational oversight to mitigate execution, talent, financial and reputation risk.

The Board will:

1. Take into account the interests of swimmers, coaches and officials in the conduct of its business.
2. Establish the Swim Ontario Mission, Vision and Values.

¹ Pursuing Effective Governance in Canada’s National Sport Community | S’employer à exercer une gouvernance efficace au sein de la communauté sportive nationale du Canada (Sport Canada, 2011)

3. Ensure that a strategic plan is established through a process that includes the engagement of stakeholders .
Set performance metrics and undertakes a review of progress on a regular basis;
4. Prepare governing documents and organizational policies that address:
 - Governance Process – how the Board carries out and monitors its own tasks;
 - Board/Committee – how the Board delegates authority and maintains positive relations among its board, committees and staff;
 - Ethical Values and Behaviour – these are the boundaries of prudence and ethics within which all activities and decisions will take place;
 - Risk Management – Ensuring effective management, including but not limited to financial, legal and human risk management.
5. Regularly engage stakeholders in a manner that strengthens the relationships among Board, members and stakeholders of Swim Ontario and promotes an understanding of the perspectives, challenges and opportunities of each.
6. Recruit, hire and supervise the Chief Executive Officer (CEO), complete evaluations of the CEO's performance, competence and integrity, and set the CEO's compensation package;
7. Advocate and liaise with government and general public;
8. Ensure mechanisms for mediation of disputes, appeals and independent arbitration are in place;
9. Assess the Board's performance and effectiveness;
10. Present an audited financial statement annually to the membership;
11. Ensure Swim Ontario maintains sufficient financial resources to maintain sustainability;
12. Fulfill any responsibilities required by legislation and bylaws.

PROCEDURE

Upon becoming a Director of Swim Ontario, within 30 days directors must acknowledge in writing to the President the reading and understanding of the following documents:

- Swim Ontario By-Laws
- Swim Ontario Board Policies and Procedures
- The most recent Director's Welcome Manual

Upon becoming a Director of Swim Ontario, within 30 days the directors must:

- Complete a confidentiality form (to be completed each year of the term served)
- Provide a successful Police Security Clearance Check
- Aside from the initial meeting, no Director may assume a role in Committee or in Board meetings until these steps have been completed.

The staff will retain a record of the foregoing.

DUTIES AND EXPECTATIONS OF DIRECTORS

Be Present, Prepared and Engaged

Directors should have regular attendance, be prepared having read meeting materials and engage in discussions. Any and all actions by a Director must always be in the best interests of the corporation. Any and all situations that may arise must be addressed by the entire Board and not by an individual Director.

All matters presented to the Board for decision shall be voted upon according to the policies available.

FIDUCIARY OBLIGATION

Swim Ontario has adopted an oversight approach to board governance, whereby the Board oversees and supervises the management of the corporation by staff, as opposed to participating in the operations and management of the corporation. The latter approach is typically used by small corporations where directors are also staff and by necessity assume multiple roles.

Corporate statutes require every Director and Officer exercising their powers and discharging their duties to "...act honestly and in good faith with a view to the best interest of the Corporation."

In law, a Director is not a fiduciary to the membership, their fiduciary obligation is to act in the best interest of the corporation. However, the membership, along with all stakeholders of the corporation, are important to the success of the corporation and it is prudent that each Director take into consideration the interests of the membership, and each stakeholder, when making decisions in the best interest of the corporation.

CONFIDENTIALITY

Every year, each Director is required to sign a confidentiality agreement with Swim Ontario. Because some Directors may hold a volunteer position or leadership role in an identified region or club or related association, it is essential that each Director keep in mind that they are a Director of Swim Ontario first and foremost. Items discussed at Board meetings are confidential and in most cases not for public knowledge.

A Director who violates this trust ensured to him/her must immediately inform the Board. Depending upon the severity of the infraction, the Board may request the resignation of that Director.

CONFLICT OF INTEREST

Any possible conflict of interest on the part of a Director shall be disclosed to the Board. When any such interest becomes a matter of Board action, such Director shall not vote or use personal influence on the matter, and shall not be counted in the quorum for a meeting at which Board action is to be taken on the interest.

The Director may, however, briefly state a position on the matter, and answer pertinent questions of Board members. The minutes of all actions taken on such matters shall clearly reflect that these requirements have been met.

LIMITATIONS

Unless authority is delegated by the Board, an individual Director has no authority to commit the organization to any action, policy or financial expenditure and has no direct operational authority.

Directors are agents of the corporation when acting in the interest of and on behalf of the corporation and when acting within their actual, ostensible, or implied authority. A Director will be liable when they fail to make it clear to an outside party they are not acting on their own behalf. The ordinary law of agency applies to Directors.

All Directors shall abide by all the decisions of the Board.

REFERENCES

Swim Ontario By-Laws

Not-for-Profit Corporations Act, R. 2010, S.O 1990, c. C.38 (. 2010, c15)

SECTION	GOVERNANCE	POLICY #	G-002
SUBJECT	Role of the President	EFFECTIVE	August 2019
AUTHORIZED BY	Board of Directors	REVISED	

PURPOSE:

Swim Ontario is dependent upon a skilled and effective President and a positive working relationship between the President and the Chief Executive Officer (CEO). The President's working relationship with the CEO sets the tone for the relationship with the Board of Directors (Board) and serves as a model for the behaviour for other Board members toward the CEO.

POLICY:

The role of the President is to guide the governance of the organization and the development of policy. The Swim Ontario President is responsible for the stewardship of the Board. As such, the President represents the leadership of the Board by maintaining its focus on Swim Ontario's mission and strategic plan, ensuring benefits to the members and maintaining the integrity of governance.

The President is accountable to the Board and acts on the Board's behalf between Board meetings – consulting and taking actions as required within his/her authority. As such, the President must be a leader in sport by networking and advocating on behalf of Swim Ontario.

The President forms the working link between the Board and the CEO. As such, the President may direct the CEO to a course of action on behalf of the Board.

APPLICABILITY:
The President/CEO Relationship

1. The President will be the primary point of contact for the CEO with the Board. While respecting their own responsibilities – the President to lead the Board and the CEO to manage the operational activities – they will work as a partnership serving the success of the organization.
2. The Board expects that in establishing an effective working relationship between the CEO and the Board, the President will:
 - i. Focus the CEO and Board on key goals, strategies and accountabilities, making sure everyone understands who is responsible to whom and for what.
 - ii. Respect the role of the CEO and work through situations where the line between management and governance is not clear.
 - iii. Avoid territorial behaviour with the CEO when issues are not easily defined as either a Board or staff responsibility and communicate candidly about the situation and adjust their approach accordingly.
 - iv. Understand that the success of the President/CEO relationship is measured by the impact on Swim Ontario and not by the strength of their personal relationship.
 - v. Welcome debate and disagreement behind closed doors but maintain a consistent and united front on important issues, particularly when making public appearances where the two should speak with one voice.
 - vi. Avoid conflict that ensues from neglecting or abdicating their own duties or encroaching on the other's areas of responsibility.
 - vii. Support each other by ensuring they are informed of the other's domain.

- viii. Guard against developing a special or confidential relationship that tests the boundaries of ethical practice.

The Responsibilities of the President

In addition to the duties and responsibilities outlined of a Board member, as set out in the applicable policy, the President will:

1. Strive to make the Board stronger by suggesting appropriate governance practices, keeping the Board mission focused, engaged and inspired, speaking with prospective Board candidates and providing orientation to new Directors.
2. Create healthy and productive relations between the CEO and Board by establishing clear personal and professional boundaries around the interactions between the two; reprimanding those that overstep bounds or show disrespect for colleagues, and demonstrating optimism, inclusiveness, integrity and respect in relationships.
3. Manage the flow of information between the CEO and the Board so that it acknowledges the Board's information needs and acknowledges the contributions of others.
4. Seek out opinions of other Board and Board Committee members and ensure their concerns are dealt with by the Board or brought to the CEO's attentions.
5. Set an example of the respectful balance between passion for the organization and dogmatic views.

LIMITATIONS:

The President may not perform, or cause to be performed, anything that may be considered unlawful or immoral in violation with the Swim Ontario Code of Conduct or inconsistent with the funding source requirements or franchise/regulatory organizations (FINA, COC etc) on executive authority.

Any breach of policy must be reported to the Board.

REFERENCE:

Swim Ontario Bylaws
Role of the CEO Policy
Board of Directors Duties and Responsibilities Policy

SECTION	GOVERNANCE	POLICY #	G-003
SUBJECT	Role of the Chief Executive Officer	EFFECTIVE	August 2019
AUTHORIZED BY	Board of Directors	REVISED	

PURPOSE:

Swim Ontario recognizes that effective policy governance is dependent upon a skilled and effective Chief Executive Officer (CEO), and a healthy relationship between the CEO and Board of Directors (Board) grounded in mutual respect, honesty, open dialogue, a willingness to disagree and mutual support.

Swim Ontario also recognizes that for effective organizational governance, there must be clear of role between and among the Board, the President and the CEO. For the governance of Swim Ontario to be effective, the CEO must work with the Board to help ensure clear distinction between management, on the part of the CEO, and governance, on the part of the Board. This relationship, well-conceived, will form the basis for good governance. However, this working relationship requires effort and ongoing attention.

POLICY:

The CEO is responsible for the day-to-day management of the affairs of Swim Ontario in the execution of the organization’s strategic plan.

APPLICABILITY:

The CEO/Board Relationship

The CEO, as the delegate of day-day management responsibilities, is the only staff of the Board. The Board’s communications with the staff of Swim Ontario is through the agency of the CEO.

The CEO has the delegated authority for day-to-day administration and management of staff.

The CEO should receive clear expectations from the Board with respect to his/her delegated authority. The CEO does not need the Board’s further permission to act in exercising such delegated authority.

The CEO may seek advice from individual Directors or Board committees, however; none of these (excluding the President) have the power or authority to provide formal direction.

The CEO is bound by decisions of the Board, except in instances where the Board has specifically authorized such exercise of authority to the President or one of its Directors, then the CEO is bound by such decisions of the President or other Director.

The CEO acts as the primary spokesperson on behalf of Swim Ontario.

The Responsibilities of the CEO

The CEO is responsible, with full encouragement and support of the Board, to provide leadership in shaping the vision, defining priorities, developing organizational policies and creating a sense of forward momentum

and action, while recognizing this process cannot be carried out in isolation of the Board or Swim Ontario's partners.

The CEO will develop, for the approval of the Board, an annual plan and budget, inclusive of annual goals and performance measures that demonstrate how the Board-approved strategic plan will be implemented and evaluated.

The CEO must keep the Board well informed. In general, this will be done through reports that document progress of the strategic plan, as well as the provision and explanation of relevant materials for Board meetings. The CEO is expected to be candid in sharing information about the problems and successes of the organization, allowing the Board to make responsible and informed decisions on behalf of Swim Ontario.

The CEO will, with Board authority, direct the administration and management of Swim Ontario. In doing so, the CEO will;

- a) exercise fiscal prudence,
- b) practice sound risk management,
- c) adhere to existing Swim Ontario policies and procedures, and
- d) advise the Board on Swim Ontario policy and positions, outlining their implications for Board consideration.

LIMITATIONS:

The CEO may not perform, nor cause to be performed, anything unlawful, nor anything in breach of Swim Ontario's by-laws, Policies or Codes of Conduct.

Any breach of policy must be reported to the President.

REFERENCES:

Swim Ontario Bylaws
Role of the President Policy
Board of Directors Policy

POLICY MANUAL

SECTION	GOVERNANCE	POLICY #	C-001
SUBJECT	Determination of Eligible Director Candidates	EFFECTIVE	August 2019
AUTHORIZED BY	Board of Directors	REVISED	June 2024

Purpose

The purpose of this policy is to outline the process for and considerations relevant to determining eligible candidates for election to the Board of Directors, as outlined in Bylaw 4.02 and described further in this policy.

Policy Statement

Swim Ontario is governed by a skills-based Board of Directors comprised of nine (9) people. Successful candidates for positions on the Board of Swim Ontario are qualified and skilled people capable of, and committed to, providing effective leadership to Swim Ontario and are evaluated based on a skills matrix. Candidates are recruited and selected based on their demonstrated ability to fill needed competencies on the Board and ability to contribute to the leadership of Swim Ontario.

Application

The Nomination Committee has primary responsibility for the application of this policy, as set out below. There shall be no appeal from a decision of the Nominating Committee.

Body	Action
Board of Directors	Appoints a Chair to the Nominations Committee annually, following the Annual General Meeting.
	Approves members of the Nominations Committee, as recommended by the Committee Chair.
Nominations Committee	Oversee and administer this Board Nominations Policy to recruit, identify and recommend a slate of Board members.
	Inform the Board of Directors of the slate of candidates that satisfy the eligibility criteria set out in Bylaw 4.02 and the criteria identified in this Nominations Policy.
Staff	Provides support to the Nominations Committee in the preparation and distribution of notices, the receipt of nominations and in the recruitment of candidates.

Nomination Criteria

The Nomination Committee will evaluate potential Board members in accordance with the below criteria:

- Demonstrated commitment to the mission and values of Swim Ontario;
- Swimming background and knowledge as an athlete, coach, official, administrator or volunteer leader;
- Knowledge and experience in strategic and business planning and fundraising;
- Knowledge and experience in business and corporate administration, including expertise in financial management; and
- Knowledge and experience in human resources management and relationship development;
- Knowledge and experience in law and risk management;
- Knowledge and experience in communications and marketing strategy;

Previous board experience is considered an asset.

Swim Ontario is committed to diversity and inclusion in all aspects of the organization, including governance. Swim Ontario will strive to achieve gender balance in the composition of the Board. Swim Ontario will also strive to have diversity on the Board to ensure the presence and participation of a variety of individuals with different personal characteristics. Diversity can relate to race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, religion, sex, sexual orientation, gender identity, gender expression, age, marital status, family status, disability, or analogous grounds. Diversity in this context places specific emphasis on groups who face systemic exclusion or barriers due to their personal characteristics.

Composition of the Board Nominations Committee

The Composition of the Board Nominations Committee and other details regarding the functioning of the committee are found in the Terms of Reference: Nominations Committee which the Nominations Committee must consult in fulfilling their duties.

Identifying Board Candidates

The Nomination Committee shall solicit nominations from within the current board, as well as from external stakeholders and community members by encouraging applications. Nomination submissions should include a nominee's resume or biography, an explanation of why they are interested in the role and how they will fill any identified skill competencies of the Board.

The Nominations Committee will exercise its discretion to determine how many of the available Board seats will be filled by recommended applicants and whether any seats will be instead filled from the floor.

The Nominations Committee shall review all nominations against the established criteria and Board skills matrix and shall conduct interviews or assessments as necessary to evaluate suitability.

Based on the assessment of nominees, the Nomination Committee shall develop a list of candidates (also referred to as a slate) to recommend for board membership. The slate should include individuals who collectively possess the diverse skills, experiences, and perspectives necessary to advance the organization's mission and objectives.

Board Recommendation

The Nomination Committee shall present the slate of recommended candidates to the full Board for review and approval. Board members may provide feedback or raise concerns about specific nominees before the final approval. The Board shall vote on the slate to present to the Membership, with majority approval required.

Communication and Transparency

The Board shall communicate the slate of recommended candidates to the organization's members and stakeholders in a transparent manner prior to the AGM in accordance with the by-laws. Information about the recommended nominees, including their backgrounds, qualifications, and reasons for selection will be provided to the membership along with the applications of individuals not recommended to ensure informed decision-making by the membership.

Election Process

The membership will be presented all of the candidates prior to the election. The slate of recommended candidates as identified by the Nominations Committee will be presented as a whole to the Membership who will be asked to vote in favour of the recommended slate, in one motion. The Nomination Committee chair, or delegate, will prepare materials to explain to the Membership the rationale for selecting the individuals on the recommended slate.

In addition, the Swim Ontario By-Laws also permit individuals to be nominated from the floor for the election as a Director at the meeting of the members. Such nomination requires a nominator and a seconder from the voting Members present and will also require attendance at the meeting and verbal or written acceptance of the nomination by the individual. In addition, individuals who will be nominated from the floor are required to provide, 48 hours prior to the annual general meeting, the nominee's resume or biography, an explanation of why they are interested in the role and how they will fill any identified skill competencies of the Board and such information will be distributed by staff to the Membership prior to the AGM.

The Membership will be instructed to vote either for or against the entire slate in one motion. Voting against the entire slate means that each individual nominee (whether or not selected by the Nomination Committee or the individuals were nominated from the floor) will be voted on independently by ballot.

Ongoing Evaluation

The Nomination Committee shall periodically review and evaluate the effectiveness of the board nominations process, making adjustments as necessary to enhance its fairness, inclusivity, and alignment with organizational goals.

Amendments

Any amendments to this policy shall be proposed by the Nominations Committee to the Board and require approval by a majority vote of the Board.

POLICY MANUAL

SECTION	GOVERNANCE	POLICY #	G-005
SUBJECT	Board of Directors Meeting Minutes	EFFECTIVE	January 2009
AUTHORIZED BY	Board of Directors	REVISED	October 2012

Policy Support

The first step in the defence of openness is the recording of votes, conversations, motions and more. The membership of the organization is owed the opportunity to read and understand the direction the executive take when making decisions.

Procedure

All documents which are directly referred to in formal motions of the Board (such as appendices, attachments, etc.) shall be formally included in the Board minutes.

- Motions are recorded and signed by the President at each Board meeting.
- Teleconference motions are minuted.
- Minutes are reviewed by the President and Chief Executive Officer prior to circulation for approval.