



GOVERNANCE POLICIES

VERSION 1.0

SECTION 1.0: REVISION HISTORY

The NWTCA may approve changes to the Governance Policies as it deems necessary.

Policy Number	Revision Date	Reason for Revision
Version 1.0	Approved by the Board of Governors on MONTH XY, 2022.	Initial Approval

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GLOSSARY OF TERMS

MEMBER - AN AFFILIATED CURLING CLUB IN THE NWT; PLEASE NOTE: ALL INDIVIDUAL CURLERS/PARTICIPANTS ARE AFFILIATED WITH THEIR OWN CLUB

MEMBER An affiliated curling club in the NWT. Please Note: all individual curlers/participants are affiliated with their own club

SECTION 2.0: INTRODUCTION

This document sets forth the *Governance Policies* of the NWT Curling Association (NWTCA), which define the role that the Board of Governors (the Board) shall play in the affairs of the NWTCA. The Board's primary role is to govern and provide leadership and direction for the NWTCA in pursuit of its Mission.

The Board believes that good governance is vital to the effective and efficient operation of the NWTCA. This requires making a distinction between the functions of the Board and those of management and volunteers, and the establishment of Board structures and procedures that provide effective accountability, transparency, and oversight.

The Board will govern with an emphasis on:

- Overall vision rather than daily operations;
 - Strategic leadership more than administrative detail;
 - Clear distinction of the Board, the staff, and volunteer roles;
 - Collective rather than individual decisions; and
 - Proactivity rather than reactivity.
- Daily operations and administrative details will generally be carried out by the Operations Committee.

In the event of a contradiction between this document and the NWTCA's *Bylaws* or any applicable legislation, the *Bylaws* and legislation shall be taken as the correct guidance.

SECTION 3.0: THE BOARD OF GOVERNORS

3.1 ROLE OF THE BOARD

The Board's primary role is to govern and provide leadership and direction for the NWTCA in pursuit of its mission: to promote and enhance curling in all regions of the Northwest Territories.

To this end, the Board shall:

- Maintain authority over, and responsibility for, the structures and systems of the NWTCA;
- Develop policies and strategies that guide the NWTCA and provide direction for management;
- Ensure that an annual operating plan for the NWTCA is in place;
- Ensure that there are sufficient and appropriate human and financial resources for the NWTCA to accomplish its work, where possible;
- Meet all legal requirements that pertain to the NWTCA;
- Provide support to the Administrative Assistant;
- Remain attentive to the changing needs of the NWTCA's membership and key partners; and
- Speak with one voice through formal motions adopted at its meetings.

3.2 RESPONSIBILITIES OF THE BOARD

For each of the following subheadings, the Board shall fulfill the following obligations.

Accountability

- Be accountable to the NWTCA's Membership and abide by the Board's decisions and directives;
- Maintain the trust and support of the NWTCA's Membership and the general public;
- Ensure that the overall NWTCA and staffing structure facilitates the development and delivery of the NWTCA's Mission and strategic plan;
- Approve a set of human resource (management, staff, and volunteers) policies;
- Ensure that proper procedures are established for responsible management succession;
- Adopt policies and procedures that maintain the integrity of the NWTCA's information management systems;
- Ensure that policies and procedures exist that identify and monitor principal business risks, address what risks are acceptable to the NWTCA, and ensure that appropriate systems and actions are in place to manage such risks;
- Ensure effective reporting of NWTCA activities to Members and regulators on a timely and regular basis;
- Ensure that the NWTCA operates in an ethical and morally appropriate manner; and

Planning

- Develop, approve, and ensure the implementation of a strategic plan including ongoing monitoring and evaluation against the plan; and
- Approve an annual operating plan and monitor performance against the plan.

Selection, Support, and Evaluation of Staff

- Select the Administrative Assistant;
- Determine the Administrative Assistant's compensation, and set out in clear terms the Administrative Assistant's authority, responsibilities and accountability, and the *Staff Limitations Policy* (see Section 7.0);
- Ensure effective procedures for the monitoring and evaluation of the Administrative Assistant;
- Ensures a formal evaluation of the Administrative Assistant's performance on at least an annual basis and participate in the process as requested; and
- Make provision for the Administrative Assistant's professional development (see section 6.0).

Financial Oversight and Development

- Approve the NWTCA's year-end financial report, annual operating budget, and other financial reporting as required;
- Approve policies and procedures that implement sound financial controls for the NWTCA and ensure policy compliance;
- Approve policies regarding the NWTCA's fees;
- Ensure that an effective relationship is maintained between the NWTCA and all funding agencies;
- Approve financial decisions and actions beyond the authority of the Administrative Assistant, as outlined in the *Staff Limitations Policy*; and
- Safeguard and approve changes in the NWTCA's assets and resources beyond the authority of the Administrative Assistant, as outlined in the *Staff Limitations Policy*.

Board Governance and Development

- Govern in accordance, and ensure compliance with, the NWTCA's *Constitution, Bylaws, Governance Policies, Staff Limitations Policy*, and any other policies of the NWTCA;
- Review and propose amendments to the *Constitution* and *Bylaws* of the NWTCA;
- Forward proposed amendments to the *Constitution* and *Bylaws* to the Membership for approval;
- Approve and regularly update the *Governance Policies*, the *Staff Limitations Policy*, and other policies;
- Approve the appointment of the chairs and the members of any Standing and Special Committees of the NWTCA;
- Assess the performance of the Board and the Appointed Directors on at least an annual basis;

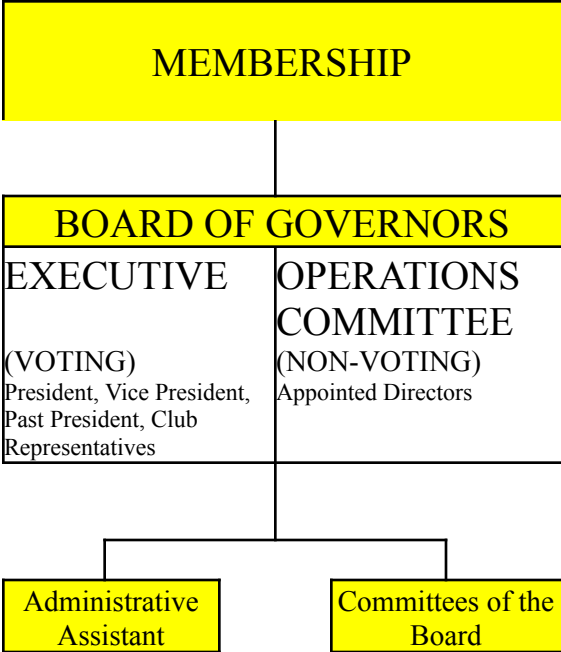
- Avoid using their position as a member of the Board to obtain employment or when there is a conflict of interest during hiring;
- Develop an orientation and training process for new members of the Board; and
- Implement Board development activities that include orientation of new Board members in the Board's governance process and periodic Board discussion on continuous improvement.

External Relations

- Develop policies regarding the conduct of relationships with external partners and service providers;
- Develop policies regarding the protection and enhancement of the NWTCA’s image and reputation;
- Ensure an effective relationship exists with partners and stakeholders; and
- Represent the Association in the community effectively by focusing on the NWTCA’s accomplishments, as well as its needs and challenges.

3.3 COMPOSITION AND STRUCTURE OF THE BOARD OF GOVERNORS

The composition and structure of the Board of Governors is set out in the *Bylaws* of the NWTCA. The Board of Governors may also identify Appointed Director positions to carry out certain tasks. These positions are expected to participate in meetings of the Board of Governors but do not have a vote. Officers for the organization may be selected from the Board of Governors or from the Appointed Directors.



3.4 MEETINGS OF THE BOARD OF GOVERNORS

Board Meeting Times and Format

- The Board shall determine its meeting schedule through the development of an annual Board Calendar;
- The Board may convene meetings in-person or via video or teleconference; and
- Individuals that cannot attend in-person meetings may join by video or teleconference.

Preparations for Board Meetings

- The President shall ensure the meeting agenda is prepared for the Board. Board members, Appointed Directors, and staff may propose items for inclusion in the draft agenda at least seven (7) days before the meeting. The agenda and all relevant material should be sent out to the Board at least four (4) days before the meeting.
- The agenda for regular Board meetings shall include, at a minimum, the following items:
 - Declaration of Conflict of Interest;
 - Consent Agenda;
 - Minutes of Board meetings not previously adopted;
 - Written reports submitted by the Club Representatives, Appointed Directors and/or Committees.
 - A status report of action items;
 - A report from the Administrative Assistant dealing with progress achieved toward the attainment of the NWTCA's strategic plan and priorities;
 - Financial Variance Report ; and
- All reports to the Board shall be in written form and shall contain background information and a description of the issues for discussion, unless otherwise agreed upon through discussion with the President.

Board Meeting Rules and Procedures

- A majority of the voting members of the Board shall form quorum at all Board meetings;
- The rules of procedure for meetings shall be *Robert's Rules of Order*;
- The meetings shall be chaired by the President. In the President's absence, the Vice-President shall chair the meeting. If neither are present, the Board may elect another individual, by majority vote, to chair the meeting; and
- In chairing the meetings, the chair shall:
 - Guide the discussion so that it proceeds in an orderly and efficient fashion, relates to motions, respects the NWTCA *Board Meeting Code of Conduct*, and deals with Board business;

- Ensure that all views are heard, that the Board reaches decisions, and that the will of the majority prevails;
- Have the opportunity to vote only in the event of a tie; and
- Be responsible primarily for facilitating debate.

Board Meeting Code of Conduct

The *Board Meeting Code of Conduct* applies to all meeting participants, including the Administrative Assistant or any guests invited to attend, insofar as they may apply. Each individual shall:

- Attend Board meetings regularly, be prepared, and participate fully in Board deliberations;
- Conduct themselves in Board meetings with a view to furthering the general interests of the Association, and not the interests of individual and group stakeholders;
- Respect confidentiality of Board business and Board deliberations;
- Ensure that the discussion of business occurs at the Board table and not outside the Boardroom between meetings, unless it is a collective conversation;
- Conduct themselves in Board meetings in a manner exhibiting courtesy, goodwill, objectivity, frankness, openness to new ideas, constructiveness, individuality, restraint, effective communication, and respect for others;
- Demonstrates high ethical standards and integrity as a Board member of the NWTCA, and acts to develop and retain the trust of other members of the Board;
- Support the majority decisions of the Board and speak with a unified voice to the Membership and the community;
- Declares any real or perceived conflict of interest or loyalty, in accordance with the NWTCA's *Bylaws*, policies, and statutory requirements; and
- Notify the President and Administrative Assistant as soon as possible in advance of a Board meeting if they are unable to attend.

SECTION 4.0: ROLES AND RESPONSIBILITIES

4.1 MEMBERS OF THE BOARD

Role

- To practice the standard of due diligence, the duty of loyalty, and the duty of care that are legally required of a member of the Board;
- To act within the scope of the governing documents of the NWTCA; and
- To contribute skills, knowledge, influence, and other assets that allow the NWTCA to carry forward with its priorities, plans, and policies.

Responsibility

ACCOUNTABILITY

- Understands and meets the legal requirements and obligations of a member of the Board;
- Understands the legal, regulatory, business, and social and political environments in which the NWTCA operates;
- Remains informed about the legislation under which the NWTCA exists, and the NWTCA's *Constitution, Bylaws*, strategic plan, and policies as these pertain to the duties of the Board;
- Possesses a clear understanding of the governance structure of the NWTCA;
- Evaluates the performance of the Appointed Directors; and
- Keeps generally informed about the activities of the NWTCA and the issues that affect the NWTCA.

PARTICIPATION IN BOARD/COMMITTEE MEETINGS

- Plans time prior to Board/Committee meetings to review the meeting agenda and accompanying documents, and thus be prepared to engage in an informed discussion on the matters before the Board/Committee;
- Participates in NWTCA events and activities when required;
- Respects and adheres to the NWTCA's *Board Meeting Code of Conduct*;
- Asks questions when the information provided at a meeting is inadequate or the question before the meeting is unclear, and voices clearly and explicitly any opposition to a decision being considered at the meeting;
- Takes every measure to ensure that the Board remains attentive to the NWTCA's priorities and plans;
- Review the NWTCA's financial statements and reports, and otherwise helps the Board fulfill its fiduciary responsibilities;
- Helps develop and maintain a spirit of collegiality and positive interpersonal relationships within the Board;
- Refrains from discussing performance issues about members of staff during Board meetings;
- Contributes to the Board's evaluation of its own performance;

- Contributes to the assessment the Administrative Assistant’s performance;
- Never speaks for the Board of Governors or the NWTCA unless authorized to do so;
- Confines direction given to the NWTCA staff to interactions with the Administrative Assistant at Board meetings, so that the lines of accountability within the Board and staff remain clear, except when authorized by the Board; and
- Fosters and promotes a positive image of the Board and the NWTCA with its stakeholders and in the community.

ROLES AND RESPONSIBILITIES OF THE BOARD OF GOVERNORS

See Appendices - Roles and Responsibilities of each position on the Board of Governor

SECTION 5.0: COMMITTEES

5.1 PURPOSE

- The Board of Governors shall establish committees to assist it with its work. The Standing Committees of the NWTCA are: Operations, Marketing and Communications, Hall of Fame, Human Resources, Policy, Officiating, and Competitions; and
- Special committees of the Board are struck periodically to undertake a specific task or project that is to be completed within a defined period as described in the *Bylaws*; they are dissolved after they have completed their work.

5.2 AUTHORITY

Standing and Special Committees are advisory to the Board. Except where so authorized, they do not have the authority to make decisions or act for the Board.

5.3 MEETINGS

Background information for committee meetings is to be forwarded to committee members by the Administrative Assistant or committee chair at least three (3) days in advance of the meeting;

- Committee members shall review all background information sent to them prior to meetings;
- Committee members shall notify the committee chair in a timely fashion if they are unable to attend or participate in a meeting;
- At meetings, the committee chair shall:
 - Guide the discussion so that it proceeds in an orderly and efficient fashion, respects *Robert’s Rules of Order* and the NWTCA’s *Board Meeting Code of Conduct*, and only deals with committee business; and
 - Ensure that all views are heard and that the committee formulates recommendations that reflect the will of the majority of Members.

- Committees report to the Board by means of written reports, the latter of which should be forwarded, together with any committee meeting minutes, to the President and the designated individual(s) in time for inclusion with the Board meeting materials; and
- Committees may invite individuals who are not members of the Board or committee that can provide necessary expertise, to meetings to assist them with their work.

5.4 COMMITTEE TERMS OF REFERENCE

See Appendices - Committee Terms of Reference

SECTION 6.0: PROFESSIONAL DEVELOPMENT AND TRAINING

6.1 PROFESSIONAL DEVELOPMENT PLAN

The NWTCA supports professional development for staff, Board of Governors, and other volunteers to be determined on an annual basis.

SECTION 7.0: STAFF LIMITATIONS POLICY

7.1 LIMITS ON THE STAFF

The staff shall not cause or allow any practice or activity which is either unlawful or in violation of the applicable legislation, governmental regulations, or policies of the NWTCA.

7.2 TREATMENT OF MEMBERS

With respect to interactions with affiliated clubs and curlers, staff shall not use procedures that are discriminatory or unnecessarily intrusive. Further, staff shall not:

- Require information from individual for which there is no clear necessity;
- Use methods of collecting, transmitting, sharing, or storing information that fail to protect against improper access to that information; and
- Fail to inform individuals of their rights and responsibilities as outlined in the NWTCA's *Bylaws* and policies.

7.3 TREATMENT OF STAFF AND VOLUNTEERS

Staff shall not:

- Operate outside of the actions described in the Employee Policy and Procedures Manual, which must be approved by the Board;
- Discriminate against any staff member or volunteer for differences of opinion;
- Prevent staff or volunteers from bringing forward formal grievances to the President as outlined in the *Employee Policy and Procedures Manual*; and
- Fail to provide adequate and relevant training to staff and volunteers.

7.4 FINANCIAL MANAGEMENT

Financial management shall not deviate materially from the approved budget and shall be conducted in such a way as to not jeopardize the long-term financial health of the NWTCA. The Administrative Assistant shall not:

- Fail to include credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions;
- Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period;
- Allow cash and cash equivalents to drop below a safety reserve of less than three months of operating expenses without prior Board approval;
- Fail to settle payroll and debts in a timely manner;
- Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed;
- Fail to aggressively pursue receivables outstanding beyond thirty (30) days; and
- Receive, process, or disburse funds under controls that are insufficient to meet the outside auditor's standards and commonly accepted accounting practices.

7.5 ASSET AND FACILITIES PROTECTION

The Administrative Assistant shall ensure that the NWTCA's assets are protected and adequately maintained. The Administrative Assistant shall not:

- Fail to insure against theft and property losses and damages;
- Fail to ensure that environmental conditions remain appropriate and conducive to allow the NWTCA to provide its services safely and effectively;
- Fail to implement policies regarding rent and use of facilities;
- Allow or cause conditions that are unsafe, or fail to comply with local, territorial, and federal safety legislation;
- Fail to protect information and files from loss or damage and adhere to applicable privacy legislation;
- Fail to obtain and maintain director and officer liability coverage and any necessary commercial coverage at an amount considered to be best practice or as otherwise determined by the Board; and
- Make any asset purchase of over \$1,000 without having approval of the Board of Governors.

7.6 PUBLIC IMAGE

Staff shall not cause or allow operational conditions, procedures, opinions, or decisions that jeopardize the public image of the NWTCA. Staff shall not:

- Expose the NWTCA, its Board, or staff to claims of liability;
- Endanger the NWTCA's public image or credibility as an ethical provider of sports and recreation programming, particularly in ways that would hinder its accomplishment of that Mission; and
- Fail to present a professional, clean appearance of the office, both inside and outside the building.

7.7 CONTRACTS

When entering into contracts for goods and/or services on behalf of the NWTCA, the Administrative Assistant shall not:

- Fail to prohibit methods and activities that would use NWTCA funds in imprudent, unlawful, or unethical ways;
- Fail to appropriately consider all reasonable service/product providers and identify appropriate selection criteria; and
- Fail to assess and consider a vendor's capability to produce the desired results.

7.8 COMMUNICATION AND SUPPORT TO THE BOARD

Staff shall ensure that the Board is informed and supported in its work. Staff shall not:

- Fail to inform the Board of relevant trends, anticipated adverse media coverage, threatened, or pending lawsuits or other material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established;
- Fail to notify the Board of any substantial changes to operating or general staff management procedures (e.g., leave, discipline, etc.);
- Fail to deal with the Board as a whole, except when (a) fulfilling individual requests for information or (b) responding to Directors or committees duly charged by the Board;
- Fail to advise the Board if, in their opinion, the Board is not in compliance with its own policies;

- Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board;
and
- Fail to provide the Board timely, accurate, and understandable monitoring and performance data on the NWTCA's affairs when requested by the Board members.

SECTION 8.0: MEMBERSHIP POLICIES

8.1 TYPES OF MEMBERS

1. Clubs with 20 or More Affiliated Curlers have the following benefits:
 - Access to programs and services of the NWTCA
 - Receive all NWTCA forms and information packages at no charge
 - Order all program support materials of the NWTCA at fees as determined annually by the NWTCA
 - Receive support from the NWTCA for training as funding allows
 - Access to programs and services of the Curling Canada
 - Ability to send teams to the NWTCA Territorial Championships. Please note, all affiliated curlers through their clubs must meet residency requirements and paid their affiliation fees prior to participating in an NWTCA championship.
 - Representation at all Board meetings and the AGM of the NWTCA held via conference call/Zoom call
 - Representation at all in-person meetings of the NWTCA

2. Clubs with Less than 20 Affiliated Curlers
 - Access to programs and services of the NWTCA
 - Receive all NWTCA forms and information packages at no charge
 - Order all program support materials of the NWTCA at fees as determined annually by the NWTCA
 - Receive support from the NWTCA for training as funding allows
 - Access to programs and services of Curling Canada
 - Representation at all monthly meetings and the AGM of the NWTCA which are held via conference call (one location per club)

8.2 PROCESS TO BECOME A MEMBER

A curling club wishing to become a Member of the NWTCA must contact the Administrative Assistant to confirm what information must be provided and pay the respective fee(s) by January 15th, or earlier if there is a Championship deadline with an accompanying National event that will be taking place in the subsequent Membership year. Please note: Individual curlers must be members of an affiliated NWTCA club.

8.3 RESIDENCY REQUIREMENTS FOR CHAMPIONSHIPS

The NWTCA aims to provide as many opportunities to residents of the NWT to play in and represent the Northwest Territories at national and international events, as this builds interest in curling and our local curling club membership. All residents of the NWT are eligible to compete in NWTCA championships that lead to national or international events.

It is understood that for the “Everest Curling Club Championships” *only*, eligibility is determined by Curling Canada’s rules and these will be provided annually. This will be located on the NWTCA website. For all other NWTCA championships, eligibility is listed below.

It is understood that an individual can only participate in one province/territory in each championship category in any championship season. For example: a person may compete in Men’s in only one province or territory but may participate in Mixed in another province provided they meet the residency requirements of that province or territory.

It is understood that some championships held at the national level will take place in the next championship season but will be part of the previous year's group of competitions, even though it is dated in the following year. For example: the 2022 Canadian Mixed held in November of 2022 will be considered a part of the 2021-2022 NWTCA Championship season for residency purposes.

The Brier and Tournament of Hearts only

It is understood that team make-up for these events may contain players not residing within the Northwest Territories (i.e., non-residents). Non-resident players are defined as:

Birthright: A player who was born in the Northwest Territories, or was given birth elsewhere while their family resided in the Northwest Territories (e.g., family resided in Hay River, but mother was transported to Edmonton to deliver the baby), who resides within Canada outside the NWT.

Free Agent: A player not born in the NWT, who resides within Canada outside the NWT.

To ensure there is competitive player development and national championship opportunities for residents of the NWT, the NWTCA has put restrictions in place for the use of non-resident players for these events that allow non-residents. The Northwest Territories Curling Association allows a maximum of two (2) non-resident players on any team competing in these events.

Free Agent: A maximum of one (1) free agent may be used on a team during the competitions leading to a national event which allows non-residents. If for any reason this free agent becomes no longer available to the team, this player may not be replaced with a different free agent or a birthright player. Free agents must be approved in advance by the NWTCA, and their home Provincial/Territorial Curling body as per Curling Canada requirements.

Birthright: A maximum of two (2) birthright players may be used on a team during the competitions leading to a national event. If for any reason one or both birthright players become no longer available to the team, this/these player(s) may not be replaced with a different birthright player or free agent. Birthright players must be approved in advance by the NWTCA, and their home Provincial/Territorial Curling body as per Curling Canada requirements. If a Free Agent is used, the maximum number of birthright players allowed is one (1).

Proof of Residency

The NWTCA commits to ensuring that all players participating in NWT competitions meet the residency requirements so that all participants can be confident that the principles of fair play are being followed. The NWTCA requires four (4) of the following six (6) documents to prove NWT residency and may ask for these at any time:

- Current driver's license from Northwest Territories, or GNWT Issued General Identification Card
- Current Health Care Card from Northwest Territories
- Letter from employer confirming employment within Northwest Territories

- Statement from landlord (if renting), or bank/municipality (if owned) confirming residency within the Northwest Territories - a copy of property tax invoice for non-mortgaged property is also adequate. Recommend a Statutory Declaration be obtained.
- Student Financial Assistance agreement from the Northwest Territories
- Most recent year income tax return indicating the individual filed in the NWT
- Or any other documentation that the NWTCA Board of Governors deems appropriate.

Traditional, on-campus, full time students will be allowed to establish residency by providing a confirmation letter from their school's Registrar's Office confirming full time status and class enrollment for the academic year. This policy defers to the institution which the student attends in terms of defining full-time student status.

Any information required by the NWTCA must be submitted to the Competitions Director at nwtcurling@gmail.com

Eligibility/Residency

A person will be considered eligible to participate in any NWTCA sanctioned event provided that they are affiliated with the NWTCA prior to December 31, or in the case of a championship starting prior to December 31 at the time of registration for that championship. Further, a person must maintain their primary residence and be considered a bona fide and domiciled resident in the Northwest Territories for a period of no less than 90 days prior to the event, exception will be given to students as defined above. Exception to this clause may be granted upon written request and unanimous approval of the Board of the NWTCA.

8.3 MEMBER RECOGNITION

Hall of Fame (HOF) inductees will be exempt from NWTCA affiliation fees. The categories of inductee will be: Builder, Curler, Builder/Curler, and Honour Roll. A person who serves a complete term as President of the NWTCA or either of its predecessors before the men's and ladies associations combined (NWTLCA/NWTCA) is automatically added to the honour roll. The HOF Committee will submit their recommendations from the nomination process. (Requires a 75% majority vote of the Board).

Please note that while HOF inductees are exempt from NWTCA affiliation fees, they are required to pay competitor fees if participating in an NWTCA Championship.

Withdrawal of recognition - A person who conducts themselves in a manner which in the eyes of the Northwest Territories Curling Association Board is detrimental to the image of the NWTCA and/or may cause the NWTCA harm either financially or otherwise may be removed from the Hall of Fame and the Honour Roll. (Requires a 75% majority vote of the Board)

SECTION 9.0: FINANCIAL MANAGEMENT POLICIES

9.1 MEMBERSHIP FEES

Membership fees are those fees required as a Member of the NWTCA and will be determined annually at the Spring Planning Meeting. The current fees are:

Adult or Junior “A” Curler	\$ 30.00	Due prior to receiving any Member benefits
Junior “B” and “C” Curler	\$ 10.00	Due prior to receiving any Member benefits
Little Rock Curler	\$ 0.00	
Coaches	\$ 0.00*	
Honourary Member	\$ 0.00**	
Associate Member	\$ 200.00	Due prior to receiving any funds from NWTCA
Affiliated Clubs (> 20 curlers)	\$ 600.00	Due prior to the fall planning meeting

* if a coach is also curling, they must pay the Adult or Junior A fee

** Honourary members must still pay competitor fees if entering NWTCA Championships

Each Affiliated Club must electronically submit a list of all its members to the NWTCA Director of Finance on or before January 15th of each year. Curlers affiliated after January 15th will not be eligible to play in NWT Championships leading to national championships.

9.2 COMPETITOR FEES

Competitor fees are those fees associated with events leading up to a National Championship and are due at the time of registration. Honourary Members are required to pay Competitor fees. Competitor fees will be reviewed annually at the Spring Planning Meeting. The current fees are as follows:

Adult and Junior A’s	\$48.00
Junior B’s	\$10.00
Little Rocks	\$00.00
Coaches	\$00.00

9.3 CHAMPIONSHIP FEES

Championship fees are those fees associated with each Championship hosted by the NWTCA and are due at the time of registration. Championship fees will be reviewed annually at the Spring Planning meeting. The current fees are as follows:

Adult - NWT Championships	\$300.00/team
Juniors Championships – U21 and U18	\$200.00/team
Curling Club Championships	\$300.00/team
Rock the Rings	\$100.00/team

9.4 PER DIEMS AND TRAVEL EXPENSES

Individuals that are required to travel to carry out their duties related to the business of the NWTCA will be reimbursed at the following rates:

- traveling within the NWT: eligible for per diems at the GNWT rate without incidentals;
- traveling outside the NWT: eligible for \$15 for breakfast, \$20 for lunch, and \$40 for dinner; taxi receipts will also be reimbursed with receipts. Car rentals, where cost effective, may be considered as an allowable expense.
- An individual who travels to an in-person meeting of the NWTCA must attend at least 80% of the meeting to have costs of transportation and accommodation paid by the NWTCA.
- Failure to attend the meeting(s) as prescribed above shall result in:
 - Club Representative: Any cost incurred by the NWTCA will be billed to the Member Club who the Club Representative is a member; and
 - An individual: Any cost incurred by the NWTCA will be billed to that individual.
- An individual required to attend an in-person meeting of the Board of Governors or its Committees may apply for a childcare subsidy in the amount set annually.
- A private accommodation allowance of \$30.00 shall be issued to individuals staying at a private residence.

9.5 FINANCIAL CONTROLS

- The finances of NWTCA will be maintained and reported in an accurate and timely manner and in compliance with all funding agreement requirements and Generally Accepted Accounting Principles.
- All legal financial documents including bank ledgers, cash, cheques, contracts, contribution agreements, and other legal documents must be kept in a secure location.
- All payments must be recorded into the financial management system. All cheques and payments must be co-signed or approved by two persons with appropriate signing authority. No cheques or payments will be post-dated or signed blank.
- All funds received by the NWTCA must be immediately entered into the financial management system and deposited/transferred into the appropriate bank account.
- Two authorized Board members must sign and/or approve all payments prior to issuance.
- Electronic banking and VISA information and passwords will only be shared with and kept by the Director of Finance and the Administrative Assistant.
- Payments can be tendered by cheque, electronic money transfer (EMT), or Visa as follows:
 - Administrative Assistant will coordinate signatures for payments by cheque;
 - Administrative Assistant will attain appropriate approval from one other signing authority, excluding the Director of Finance, and email the Director of Finance EMT payment details; and
 - Administrative Assistant will process approved visa payments.

Account reconciliations will be completed monthly on all bank, visa, and Curling Canada I/O accounts.

9.6 SPENDING AUTHORITY

- Members of the Board and the Appointed Directors are authorized to make purchases or incur expenses within their spending authority limits on the condition that the purchases fall within the approved budget and there are sufficient funds available.
- Spending Authority is assigned by the area or event each Board member has budget responsibility for. No committee member shall commit funds for spending to an area or event for which they are not responsible.
- The draft budget will be presented annually at the AGM with a final budget to be approved at the Spring meeting.
- Items not approved in the initial budget must come to the Board for approval.

9.7 DEVELOPMENT PROGRAM COSTS

Responsibilities

Should a curling club be interested in hosting one of the development (i.e., Athlete Novice/Learn-to-Curl, Coaching, Officiating, Icemaking) or intermediate or high-performance (Youth Camps, Adult Intermediate Camps, HP Camps) programs offered by the NWTCA, they shall complete the 'Request to Host Programs Form (see Forms Index) and submit it to the Administrative Assistant for Board review.

The NWTCA shall be responsible for:

- arranging for an instructor/camp conductor (based on the Request to Host Programs Form);
- arranging and pay for flights/ground transportation for instructor/camp conductor;
- ordering the required resource material (Administrative Assistant will advise the Director of Finance so appropriate billing can occur); and
- ensuring the required resources are sent to host curling club.

The Host Curling Club shall be responsible for:

- completing and submitting the Request to Host Programs Form for approval;
- providing the instructor/camp conductor with suitable accommodations;
- providing the instructor/camp conductor with meals or a per diem;
- providing the instructor/camp conductor with honorarium;
- paying NWTCA for the resource materials;
- advertising the program at their curling club;
- providing an appropriate venue for the program (e.g., ice and/or room for training);
- providing the instructor/camp conductor with the necessary equipment to deliver the program; and
- potentially incurring additional travel costs if booked less than 3 weeks in advance.

Costs

The NWTCA will charge a clinician rate of \$150/day for the clinician and a \$25 admin fee. A ½ day rate of \$75 for any travel after 5pm will be in place. The evaluator fee will be \$100/evaluation. Any travel with arrival after noon is a full day rate. All of this will be billed by NWTCA.

Unless otherwise indicated, Instructors/Camp Conductors will be compensated according to the following:

- Honoraria - The Host Curling Club will provide the instructor with an honoraria of \$100.00 or as agreed with the instructor; and
- Per Diem - If the Host Curling Club is not providing meals for the instructor/camp conductor, the host curling club will pay a per diem of \$50.00 per day.

Training sessions for ice technicians will be funded in the following manner:

- The NWTCA will provide the cost of transportation and 75% of the instructor's honorarium and per diem; and
- The Affiliated Club will provide accommodations and 25% of the instructor's honorarium and per diem.

A cancellation fee when 2 weeks or less notice is provided will be \$200, plus a \$25 administrative fee to be billed by the NWTCA.

9.8 FUNDING AND BUDGET DEVELOPMENT

NWTCA is accountable to various Funding Partners in Canada and specifically, the NWT, and must provide documentation on funds allocated to the NWTCA. Based on funding and available resources, the NWTCA will present an annual budget for review and discussion at the AGM and Spring Planning Meeting.

- The Administrative Assistant, with oversight from the Board, will be responsible for completing all major funding applications and accountability as required.
- The Administrative Assistant, in partnership with the Director of Finance, will be responsible for the collection of data from the computerized accounting system for the completion of the annual WCLP/MACA Funding Accountability Report and all other grant funding accountability.
- Other funding opportunities will be regularly researched by the Administrative Assistant with direction from the Board, and applications submitted as appropriate.
- The Administrative Assistant, in partnership with the Director of Finance and President, will be responsible to coordinate the budget development process:
 - Directors or committee members will submit preliminary budgets to the Administrative Assistant based on available funding, previous years expenses and anticipated expenses.
 - The Administrative Assistant and Director of Finance will compile the preliminary budget and submit a draft budget to the Board and the Appointed Directors for review and approval.
 - The draft budget revisions will be submitted to the Board for approval at a scheduled meeting as outlined in the Financial Policies and Procedures.

SECTION 10.0: ADMINISTRATION POLICIES

10.1 PLANNING AND MEETINGS

A Spring Planning Meeting shall be held at a date and place to be determined following the Annual General Meeting and the selection of the Board of Governors. Suggested agenda items for this meeting may include:

- orientation of Board members and review of roles and responsibilities;
- complete funding accountability for MACA/any other organization as required;
- outline plans for the upcoming season by completing long range and business plans;
- assignment of tasks to be completed over the summer;
- assignment of tasks to be completed throughout the year;
- updating of Board Calendar;
- determining positions on agenda items for the National Curling Conference of Curling Canada;
- update policies as required;
- other business as determined by the Board; and
- budget for upcoming season.

A Fall Planning Meeting shall be held at a date and place to be determined at the Spring Planning Meeting. Suggested agenda for this meeting:

- review activities completed over the summer and any remedial action that must be taken;
- outline specific plans for the upcoming season as determined by the long range and short-term plans;
- assign tasks to be completed prior to the next Board meeting;
- assign tasks to be completed throughout the year;
- update policies as required; and
- other business as determined by the Board.

10.2 ACTIVITY REPORTING

To ensure the Funding Accountability Report is thoroughly completed, directors and club representatives will provide the Administrative Assistant with reports of activities attached to the monthly written report. These reports will include:

- the name of the activity;
- the date of the activity;
- details of the activity;
- the organizer/course conductor of the activity;
- the number of participants as well as a list of participants;
- the number of communities involved in the activity, the cost of the activity; and
- the number of volunteer hours.

Below, the position responsible for the completion of the following activity reports:

- Club Activities - Each club representative is responsible for activities happening at their club
- Technical - Director of High Performance and/or Director of Development organizing events is responsible for all clinics, workshops, and camps.
- Championships - Director of Competitions and/or Director of Officiating are responsible for all

NWT Championships.

When the NWTCA applies for and receives funding from other agencies, required accountability should be completed by the Administrative Assistant, Director of Finance, or Director who applied for the funding.

10.3 RECORDS RETENTION

The NWTCA will ensure that all documents are classified and retained according to the following:

Document Type	Retention Period
Legal and important matters correspondence	Permanently
Minute Book (with AGM reports as attachments)	Permanently
Financial and insurance documentation	Seven years
Employee personnel records after termination	Seven years
Volunteer records after volunteer leaves organization	Seven years
General correspondence	Two years
Employee applications	One year
Team registrations for championships	One year
Championship forms	One year

Documents shall be stored both in a physical location and electronically in the Google Drive. Disposal of documents will be done on an annual basis and under the supervision of a member of the Board of Governors or the Administrative Assistant.

10.4 FORMAL CORRESPONDENCE

All official correspondence of the NWTCA is to be sent to the NWTCA's central e-mail address. Official correspondence may include important information concerning the NWTCA, program and championship scheduling, fee information, and other matters concerning the administration and governance of the NWTCA. The NWTCA's e-mail address will provide central support to record all electronic mail from NWTCA Board members. NWTCA Board members are responsible for responding promptly to e-mail communications.

The Administrative Assistant is responsible for circulating draft minutes to the NWTCA Board of Governors within seven (7) business days following a NWTCA meeting.

SECTION 11.0: GENDER EQUITY POLICY

11.1 PURPOSE

The purpose of this Policy is to ensure that NWTCA is committed to Gender Equity in its operations, programming, and governance.

11.2 DEFINITIONS

The following terms have these meanings in this Policy:

- a) “*Gender*” - The socially constructed roles, behaviours, activities and attributes that a society assigns to masculinity or femininity.
- b) “*Gender Equity*” – the fair allocation of resources, programs, and decision making to all individuals without discrimination on the basis of gender identity. Gender Equity also involves addressing any imbalances in the benefits available to individuals of different gender identities. For the purposes of this policy, when we consider gender equity issues, we are referring to the experiences of all Individuals who identify as girls and women.
- c) “*Individuals*” – Individuals employed by or engaged in activities with, the Organization including, but not limited to, athletes, coaches, convenors, officials, volunteers, managers, administrators, committee members, parents and guardians, spectators at events, and Board members of the Organization.

11.3 REQUIREMENTS FOR GENDER EQUITY

Gender Equity requires:

- a) Ensuring that everyone has access to a full range of opportunities to achieve the social, psychological and physical benefits that come from participating and leading in sport and physical activity;
- b) Providing everyone with a full range of activity, program and leadership choices that meet their needs, interests and experiences; and
- c) Examining organizational practices and policies to ensure they do not hinder participation or leadership based on gender.

Gender Equity does not require:

- a) Making the same programs, education, training, resources and facilities available to all individuals. Some may be the same as those offered to one gender, some may be altered, and some may be altogether different to satisfy the requirements for equity.

11.4 BENEFITS OF GENDER EQUITY¹

NWTCA recognizes the following benefits of gender equity:

- a) Attracting more girls and women to sport and physical activity enhances the revenue base and increases the market segment to which the sport appeals;
- b) Fully representing the population base and tapping the resources of every member results in a larger, stronger and more effective organization;
- c) Skilled girls and women can provide the organization with an important, larger talent pool of administrators, coaches, board members and officials;
- d) Being inclusive of all individuals in sport attracts public interest and private investment which in turn attracts more members to the organization;

¹ See: <https://womenandsport.ca/gender-equity/what-is-gender-equity/>

- e) Taking the lead in promoting girls and women brings prestige, a stronger reputation and support to the organization;
- f) Working together, all genders can learn to build equal partnerships, increase knowledge sharing and improve the safety of sport for all;
- g) Providing opportunities for parents and children of girls and women to get involved can enhance both family relationships and the sport or activity;
- h) Sport and physical activity can provide opportunities for people to understand and respect their bodies which fosters a healthy lifestyle and mitigates health issues; and
- i) By fulfilling its legal responsibility to treat everyone involved in the organization fairly and making a commitment to gender equity, the organization will be better able to mitigate risk.

11.5 OPERATIONS

As part of its commitment to having gender equitable operations, NWTCA will:

- a) Ensure that girls and women are portrayed equitably in promotional materials and official publications, and that gender-inclusive language is used in all communications;
- b) Ensure that Individuals have no barriers to participation on the basis of gender in the NWTCA programs, training, and other opportunities.;
- c) Encourage gender-balanced representation on the Board of Governors and on all committees by working to ensure that no more than 60% of the elected positions on the Board of Governors and two-thirds of elected/appointed positions on Committees are from one gender.; and
- d) Handle any instance of discriminatory behaviour on the basis of gender according to the NWTCA's policies for complaints and dispute resolution.

11.6 PROGRAMMING

As part of its commitment to equitable programming for Individuals, NWTCA will:

- a) Commit to the equitable allocation of resources, financial and otherwise, and the provision of services for girls and women.
- b) Ensure that the achievement of equitable opportunities is a key consideration when developing, updating, or delivering programs and policies.
- c) Provide opportunities for leadership development for girls and women.
- d) Collect gender-based data to monitor and evaluate the participation of Individuals from girls and women.
- e) Ensure Individuals are neither disadvantaged nor denied access to programming on the basis of gender.

11.7 HUMAN RESOURCE MANAGEMENT

As part of its commitment to the use of equitable human resource management practices, NWTCA will:

- a) Aim to achieve a gender-balanced representation of staff, administrators, coaches, Directors, officials and volunteers.
- b) Adopt, whenever possible, flexible work practices such as flex-time, job-sharing and home-based offices;
- c) Use interview techniques that do not discriminate based on gender; and
- d) Adopt a pay scale reflecting equal pay for work of equal value for its employees.

11.8 ONGOING COMMITMENT TO GENDER EQUITY

NWTCA resolves to incorporate gender equity matters in its strategies, plans, actions, and operations and will regularly evaluate its progress. If an Individual does not believe the NWTCA is demonstrating its commitment to Gender Equity as described in this Policy, the Individual may submit a complaint under the terms of the Organization's policies for complaints and dispute resolution.

11.9 ORIGIN OF POLICY

This Policy is based on a template developed by Canadian Women & Sport and Sport Law and Strategy Group in December 2019 for use within the Canadian sport sector. The NWTCA is encouraged to contact Canadian Women & Sport periodically for policy updates.

Refer to the *Implementation Guide for the Canadian Women & Sport Gender Equity Policy*² for guidelines on how to enact the policy requirements described herein.

²[Implementation Guide for the Canadian Women & Sport Gender Equity Policy](#)



SECTION 12.0: HARASSMENT POLICY

12.1 POLICY

It is the policy of the NWTCA that every employee, Member, and participant of the NWTCA can expect to be afforded a sport and work environment free of harassment and to be treated with respect and dignity. The NWTCA is committed to providing a quality sport experience for all of its Members, staff, and volunteers. The NWTCA has adopted a zero-tolerance approach, so will not tolerate any form of harassment or a hostile atmosphere. This may be defined as an atmosphere of tolerance for behaviour, language, or treatment of an individual that undermines their personal power, creates personal discomfort, or jeopardizes their career aspirations.

Notwithstanding this policy, every person who experiences harassment continues to have the right to seek assistance from their territorial human rights commission even when steps are being taken under this policy.

12.2 DEFINITION OF HARASSMENT

Harassment is a form of discrimination. It includes any unwanted physical or verbal behaviour that offends or humiliates you. Generally, harassment is a behaviour that persists over time. Serious one-time incidents can also sometimes be considered harassment. Harassment occurs when someone:

- Makes unwelcome remarks or jokes about your race, religion, sex, age, disability or any other of the grounds of discrimination;
- Threatens or intimidates you because of your race, religion, sex, age, disability or any other of the grounds of discrimination; and
- Makes unwelcome physical contact with you, such as touching, patting, or pinching.

Harassment may include but is not limited to:

- Written or verbal abuse or threats;
- Sexual orientated comments;
- Racial or ethnic slurs;
- Unwelcome remarks, jokes, innuendoes or taunting about a person's body, attire, age, marital status, ethnic or racial origin, religion, etc.
- Displaying of sexually explicit, racist or other offensive or derogatory material;
- Sexual, racial, ethnic or religious graffiti;
- Unwelcome sexual remarks, invitations or requests whether indirect or explicit, or intimidation;
- Condescension, paternalism or patronizing behaviour which undermines self-respect or adversely attention performance or working conditions;
- Physical conduct such as touching, kissing, patting, pinching, etc.
- Vandalism;
- Physical assault.

12.3 GOALS OF THE POLICY

- To resolve a situation fairly and in a timely manner;
- To prevent any further harassment;
- To eliminate harm to the complainant;
- To reduce liability of the organization and its Directors, staff and members through responsible policies, procedures and implementation strategies; and
- To educate and train members and participants about harassment and, in particular, sexual harassment.

General Responsibilities: All parties involved (staff, committee members, Board of Governors, participants in the Northwest Territories Curling Association events, complainant(s), Investigating Officers, Alleged Harasser(s), Outside Parties and any other party privy to a harassment case are bound to maintain confidentiality throughout all stages of the investigation process or this could result in countersuits and charges of defamation of character. The privacy and reputation of all parties must be protected.

12.4 PROCESS FOR REPORTING HARASSMENT

1. Individuals are encouraged to report incidents of harassment. Individuals who bring the incident(s) to the attention of the NWTCA will receive the full support of the NWTCA. Complaints will be addressed in a sensitive, responsible, and timely manner.
2. The Board of Governors shall appoint a Harassment Officer(s) whose duties include:
 - Initiation of regular review of the Harassment Policy basis to ensure the inclusion of the latest initiatives of the Northwest Territories and Canadian Human Rights Commissions;
 - Receiving and investigating all harassment complaints as described below; and
 - Counseling and recommending on matters related to harassment as well as investigating.
3. All harassment complaints must be reported to the Harassment Officer for investigation.
 - Where the complaint is against the President, the Board as a whole will investigate the complaint.
 - Where required, the Harassment Officer has the authority to require the client, stakeholder, member of the public or Board Member to remove themselves from the relevant premises and refrain from further contact until the complaint can be resolved.
 - In the event that a Harassment Officer has not been appointed or is otherwise unavailable to receive and investigate a complaint, a trained third-party Harassment Advisor from outside the organization would investigate the complaint on the organization's behalf.
4. The Complainant should keep a record of all related information surrounding the alleged harassment including:
 - Names of people involved;
 - Locations, circumstances and nature of the behaviour;
 - Times and dates of the incidents;
 - Names of witnesses, if any;
 - Dates and names of individuals or supervisors that were advised of the harassment; and
 - Dates of submission of harassment complaints and the names of persons who received the complaint.
5. Complaints must be made in writing and placed in an envelope marked "Strictly Confidential" and filed with the Harassment Officer. The Harassment Officer will begin an investigation into the complaint as soon as possible. The investigation will include speaking in confidence to the complainant(s), the accused person(s), and any witnesses.
6. The Harassment Officer will consult with legal counsel with experience dealing with allegations of harassment as part of an investigation and preparation of the findings report.
7. The Harassment Officer will take required actions to maintain a safe and productive workplace while an investigation occurs.
8. If the complaint is against a client, stakeholder, member of the public or Board Member, they may be required to refrain from further contact until the complaint can be resolved.

9. If the complaint is against an employee, the Harassment Officer may recommend that the accused person be placed on leave with pay for up to 30 days while the investigation takes place.
10. The Harassment Officer shall as soon as possible but in any event within thirty (30) days of receipt of the complaint, file a report to the President, or the Vice President if the complaint is about the President, of the NWTCA, setting out all the information obtained and copies of all documentation filed by both parties and recommending that:
 - No further action be taken because the complaint is frivolous, vexatious or vindictive, or because the conduct complained of cannot reasonably be said to fall within the definition of harassment set out in this document; or
 - No further action be taken because a settlement has been reached; or
 - A formal hearing process be initiated.
11. A copy of the report shall be sent to the complainant and the respondent.
12. If a complaint is substantiated against an employee, the Harassment Officer will recommend appropriate Corrective Action up to and including dismissal. The Board will consider the recommendations of the Harassment Officer in making a determination about corrective action.
13. If a complaint is from an employee and is found to be inconclusive, the Harassment Officer will advise the parties of the results and take appropriate action to mitigate future issues (such as minimizing contact between the employees).
14. If a complaint is from an employee and is not substantiated, the Harassment Officer may conduct an investigation to determine if the complaint was made in a false manner.
15. The complainant may be subject to Corrective Action if the complaint is found to be false.
16. All appropriate letters and documentation will be placed on the Personnel File of the accused person if the complaint is substantiated, or on the Personnel File of the complainant if the accusation is found to be false.
17. In the case of suspected or alleged harassment, the offended party may contact the Harassment Officer for advice, or to make a verbal or written complaint.
18. The filing of a complaint of harassment is the right of each person involved in curling activities and may be exercised without fear of reprisal or threat thereof. It is further understood that the filing of a complaint shall not in itself constitute sufficient grounds for disciplinary action. In addition, the mere fact that a complaint has been filed against an individual shall not, in and of itself, constitute grounds for disciplinary action against that individual.

For further information regarding the NWTCA Harassment Policy, please contact the NWTCA Harassment Officer.

SECTION 13.0: SAFE SPORT POLICY

This section is a placeholder while the content is under development.

SECTION 14.0: DISPUTE RESOLUTION POLICY

This section is a placeholder while the content is under development.

SECTION 15.0: DEVELOPMENT AND TRAINING POLICY

This section is a placeholder while the content is under development.

SECTION 16.0: CHAMPIONSHIP POLICY

This section is a placeholder while the content is under development.

APPENDICES

- Job Descriptions for Board of Governors
- Terms of Reference (TOR) for Committees