



# Operations Manual

## For the Board of Directors and Staff

Aboriginal Sport and Recreation New Brunswick  
Operations Manual for the Board of Directors and Staff

March 15th, 2016

## PREAMBLE

The regulations, rules and procedures set out within the following documents will pertain to the board and employees of the Aboriginal Sport and Recreation New Brunswick (ASRNB).

The intent of the all policies is to create a positive working environment within our organization with clearly defined guidelines.

At any time, the Executive Committee may amend this Policies with the majority consent of the Board of Directors.

Approved by Executive Committee on March 15th, 2016 at a duly convened Executive Committee meeting (Metepenagiag).

These Policies replace any and all previous versions.

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Kelvin Simonson, Co-Chair Signature

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Shelley Polchies, Co-Chair Signature

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Cathy Ward, Vice Chair Signature

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Mary Sylliboy, Treasurer Signature

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Amanda Caplin, Secretary Signature

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Aboriginal Sport and Recreation New Brunswick  
Strategic Framework

Eel Ground First Nation, January 7, 2016

## Aboriginal Sport and Recreation New Brunswick

### Strategic Framework

#### Mission

The Aboriginal Sport and Recreation New Brunswick (ASRNB) is committed to guide, mobilize and promote a healthy, active lifestyle through developing sport and recreation opportunities for Aboriginal People in New Brunswick, with a focus on youth. We are committed to teach leadership, support for others and achieve a better lifestyle using the ability of sport and recreation.

We are also committed to assist our athletes, coaches and membership in achieving the highest possible level as an participant and a person.

We promote a healthier lifestyle sport and recreation initiatives.

We as an organization promote zero tolerance with regards to alcohol and drugs in our activities.

#### Vision

To provide a safe and enjoyable learning environment for the Aboriginal youth of New Brunswick.

To provide the tools and means, through sport and recreation opportunities, to assist the youth in achieving a higher level in competition and in life.

#### Priorities

1. Functional, transparent, accountable organization
  - a. Being a leader within New Brunswick for sport and recreation organizations
  - b. Re-defining and re-packaging the ASRNB
2. NB Indian Summer Games
  - a. Strengthening the annual games offering
  - b. Making the games sustainable for years to come
  - c. Providing more support to the Host Society
3. North American Indigenous Games
  - a. Strengthening the organization of the games
  - b. Policies and Procedures
4. Relationship building
  - a. First Nation communities, organizations, PSO's and F/P Government.
5. Other funding and revenue opportunities (KidSport)
6. Coach development

Aboriginal Sport and Recreation New Brunswick  
Constitution

Aboriginal Sport and Recreation New Brunswick (ASRNB)

## Constitution

### Name of Organization

Aboriginal Sport and Recreation New Brunswick, Inc. (hereinafter referred to as ASRNB).

### Membership

1. A Voting Member is defined as one (1) designated representative from one of the 15 First Nation Communities and the New Brunswick Aboriginal Peoples Council that is actively involved in the organization.
2. Each member of the Board of Directors will have one (1) vote. The Chairperson is only allowed to vote in the case of a tie.
3. Membership fees (if any) will be determined from time to time by members at the Annual General Assembly.
4. The Board of Directors may expel any member for any reason deemed reasonable, upon a two-third-majority vote at a special meeting.
5. The rights and obligations of the members shall be to adhere to the by-laws as presented in this document.

### Executive Committee, Board of Directors and their Election

1. The elected Executive Committee will consist of the Chairperson or Co-Chairs, Vice Chairperson, Secretary, Treasurer, and the Chief Executive Officer (ex-officio). The elected Board of Directors will consist of the Executive Committee and the 11–12 Directors.
2. Each Annual General Assembly (AGA) will elect the Executive Committee Members. The the Board members elected at the AGA will hold a one-year term of office, except for the Executive Committee which will serve a staggered term. The Chairperson and Secretary will be up for election in alternate years of the Vice Chairperson and Treasurer.
3. The Executive Committee will have full responsibility for management of the affairs of the organization as per ASRNB Bylaws / Policies and Procedures.
4. The Chairperson will conduct all meetings of the organization and be responsible for the general business and responsibilities of ASRNB.
5. The Vice Chairperson will conduct meetings in the absence of the Chairperson and assist the Chairperson with the general business of the organization ensuring the day-to-day operations are dealt with properly.
6. The Secretary will keep accurate minutes and records of all meeting of the organization. The Secretary will distribute minutes to all members two weeks prior to the next meeting.
7. The Treasurer will be responsible for all financial business of the organization and record keeper of all financial transactions.
8. The Executive Committee will be responsible for setting the organization Policies and Procedures.
9. The 8 to 16 Directors will be assigned duties annually based on the needs of the



- organization and the skills and abilities the person brings to the position.
10. Should any member of the Executive Committee resign, the Board of Directors may appoint a replacement from the membership who would hold office until the next Annual General Assembly.
  11. The removal of an elected member will be by a sixty percent (60%) majority vote of those members present a duly called special meeting of the organization.

### Meetings of the organization

1. Voting at all meetings of the organization will either be in person, phone or multimedia by show of hands, ballot, or verbally stating one's vote.. A simple majority (fifty percent plus one) will determine all votes.
2. Regular meetings of the Board of Directors will occur twice annually (or at the call of the Chairperson) with a quorum; requiring that fifty-percent plus one. All members of the Board of Directors may vote on ASRNB issues. A meeting may be cancelled with the Board's permission.
3. Notice of the meeting will be one week written/email or 3 days by telephone. Board of Directors (as defined section III-1) may vote at these Board meetings. Half the members plus one will represent quorum.
4. Special Meetings of the ASRNB may be called by the Chairperson from time to time as deemed necessary or upon presentation to the Chairperson of a petition signed by majority of all voting members requesting a special meeting. Only defined members of the organization may vote (i.e. The Executive Committee). A quorum will represent fifty percent plus one.
5. An Annual General Assembly will be held before the end of October each year to present to the membership with the following; Chairperson's report; Financial statement for the previous year ended March 31st; Board of Director Reports; Election of Elected Board and Executive Members.
6. A quorum at the AGA will be fifty percent of voting members plus one, including the Board of Directors. The Secretary will determine from registration and membership lists the eligibility of each member present at the Annual General Assembly.

### Financial

1. The fiscal year shall be from April 1st to March 31st.
2. The signing officers of the organization shall be that of the Treasurer, the Chairperson and the Chief Executive Officer. Two of three signatures are required for all financial transactions. The Chief Executive Officer signature should be mandatory on all cheques. All cheques must be approved by one of the non-signees of the Executive Committee.
3. There shall be no financial remuneration to any member for any volunteer activity.
4. Any voting member, upon reasonable notice, may inspect the financial records of the organization.
5. The financial record will be reviewed during all board meetings. Copies of the

financial statements will be provided to the organization members at the Annual General Assembly.

6. For the purpose of carrying out its objectives, the organization may borrow or raise or secure payment in such a manner, as it sees fit. This power shall be executed only under the authorization of the Executive Committee.
7. All net proceeds and other assets will be used solely to promote the objectives of the ASRNB.

#### Amending the Bylaws

1. Bylaws may only be added, amended or rescinded by the Executive Committee and presented during the the Annual General Assembly, typically held in October of each year.
2. A notice of change must go out in writing or email to the voting membership 30 days prior to the meeting.

#### Custody and Use of the Seal of the Organization

1. The Corporate Seal and Corporate Logo will remain with the Treasurer.
2. The Chairperson, Vice Chairperson, Secretary and Treasurer will have the authority to use the Corporate Seal.
3. The Corporate Logo may also be used by the Chief Executive Officer to promote events and functions of the ASRNB.

Aboriginal Sport and Recreation New Brunswick  
By-Laws

**ABORIGINAL SPORT AND RECREATION NEW BRUNSWICK (ASRNB)**  
**(the "Organization")**

GENERAL BY-LAW

Definitions

In this By-law and all other By-laws and resolutions of the Aboriginal Sport and Recreation New Brunswick (ASRNB) unless otherwise requires that:

"the Organization" means Aboriginal Sport and Recreation New Brunswick;

"a Representative" means an individual elected or selected by an Associate Member to represent the Associate Member at General Assemblies of the Organization;

"Board of Directors" means the board of directors of the Organization;

"Director" means a member of the Board of Directors;

"Officers" means the officers of the Organization described in Article 4.1;

"Chairperson" means the chairperson of the Organization elected by the Directors from amongst themselves to carry out the duties described in Article 6.1;

"Vice-Chairperson" means the officer of the Organization elected by the Directors from amongst themselves to carry out the duties described in Article 6.2;

"Treasurer" means the Officer of the Organization elected by the Directors from amongst themselves to carry out the duties describe in Article 6.3;

"Secretary" means the Officer of the Organization elected by Directors from amongst themselves to carry out the duties describe in Article 6.4;

"General Assembly" means an Annual General Assembly, Special General Meeting of Members or Board of Directors Meeting;

"Annual General Assembly" means the Annual General Assembly of Members of the Organization held each year;

"Special General Assembly" means a Special General Assembly of Members, described in Article 9.2;

"Organization" and "ASRNB" refers to the Aboriginal Sport and Recreation New Brunswick;

"Executive Committee" means the Executive Committee of Aboriginal Sport and Recreation New Brunswick as described in 4.1.

## Mission

The Aboriginal Sport and Recreation New Brunswick (ASRNB) is committed to guide, mobilize and promote a healthy, active lifestyle through developing sport and recreation opportunities for Aboriginal People in New Brunswick, with a focus on youth. We are committed to teach leadership, support for others and to achieve a better lifestyle using the ability of sport and recreation.

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We promote a healthier lifestyle through sport and recreation initiatives.

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To provide the tools and means, through sport and recreation opportunities, to assist the youth in achieving a higher level in competition and in life.

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  - a. Being a leader within New Brunswick for sport and recreation organizations
  - b. Re-defining and re-packaging the ASRNB
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  - a. Strengthening the organization of the games
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5. Other funding and revenue opportunities (KidSport)
6. Coach development

## ARTICLE I: NAME

## 1.1 NAME.

The name of this organization shall be the “Aboriginal Sport and Recreation New Brunswick Inc.”, and be so incorporated as a not-for-profit company under the Companies Act of New Brunswick.

## ARTICLE II: MEMBERS

2.1 Categories and Conditions of Membership. Membership in the Organization shall be limited to persons interested in furthering the objectives of the Organization and shall consist of the following categories of Membership:

Executive Membership – which shall consist shall be granted to any person who is duly elected to the Board of Directors, and shall terminate at the conclusion of that person’s term of office.

- i) Board of Directors will be appointed through a Band Council Resolution signed by Chief and Council.
- ii) General Membership which shall, except as otherwise specifically provided herein, General Membership shall be granted to all participating parents/guardians of that athletes, coaches, trainers, and officials.

## 2.2 Membership Fees.

Not applicable at this time.

## 2.3 Resignation.

Members may withdraw from the Organization by delivering a letter, email or verbally communicating to the and of the Executive Committee Members of CEO stating that the Member intends to withdraw from the Organization.

## 2.4 Removal.

Any Regular Member Delegate, Individual Member or Representative of an Associate Member may be removed, for just cause, by the Board of Director by a vote of at least sixty percent (60%) of the Voting Members at a Meeting, provided that such individual shall be given an opportunity to be heard at or prior to such meeting.

## ARTICLE III: BOARD OF DIRECTORS

### 3.1 Number and Qualification

- a) The property and business of the Organization shall be managed by the Board of Directors composed of a minimum of 8 and a maximum of sixteen (16) Directors.

Directors shall be individuals who are at least nineteen (19) years of age with power to contract.

### 3.2 Selection and Term.

Delegates shall serve as the Organization’s Board of Directors through the General Memberships election at the Annual General Assembly. This mandate should extend for

period no less than one (1) year for the Board of Directors. The Executive Committee Members, however, will serve in alternating and staggered two-year terms of office. The elections for the Chairperson and Secretary will occur in even numbered years and the elections for the Vice Chairperson and Treasurer will occur in odd numbered years.

### 3.3 Office Automatically Vacated.

The position of Chairperson shall be automatically vacated:

- a) if he or she resigns his or her office by delivering a written resignation to the Board of Directors of the Organization;
- b) if he or she is found by a court to be of unsound mind;
- c) if he or she is removed as described in Article 2.4;
- d) on death.

### 3.4 Resignation.

A retiring Chairperson whose resignation stipulates that it is not to be effective until a certain meeting of the Board of Directors or General Meeting of Members shall remain in office until the dissolution or adjournment of the meeting or General Meeting at which the resignation is to be effective.

## ARTICLE IV: OFFICERS

### 4.1 Officers.

The Officers of the Organization shall be a Chairperson, a Vice-Chairperson, a Secretary, a Treasurer and any other officers as the Board of Directors may by resolution appoint from time to time. No two (2) offices may be held by the same person.

### 4.2 Election and Term.

Elections for the Executive Committee (3.2) and Board of Director will take place every year years at the Annual General Assembly (AGA).

Delegates shall serve as the Organization's Board of Directors through the General Memberships election at the Annual General Assembly. This mandate should extend for a period no less than two (2) years for the Board of Directors. Elections shall be conducted on a bi-yearly basis at the Annual General Assembly.

Officers shall be appointed by resolution of the Board of Directors for such term as specified by the Board of Directors.

### 4.3 Removal.

Officers may be removed as an officer by resolution of 60% the Board of Directors.

4.4 The Executive Committee will have both representation from the Mi'kmaq and Maliseet Nations.

## ARTICLE V: POWERS OF DIRECTORS

- 5.1 Management. The Executive Committee of the Organization shall administer the affairs of the Organization in all things and make or cause to be made for the Organization, in its name, any kind of contract which the Organization may lawfully enter into and, except as otherwise specifically provided herein, shall exercise all such other powers and do all such other acts and things as the Organization is by its letters patent or otherwise authorized to exercise and do. Without restricting the generality of the foregoing, the Executive Committee shall have power to authorize expenditures on behalf of the Organization from time to time.
- 5.2 Finances. The Executive Committee shall take such steps as it may deem requisite to enable the Organization to acquire, accept, solicit or receive legacies, gifts, grants, settlements, bequests, endowments, payments and donations of any kind whatsoever for the purpose of furthering the objectives of the Organization. The Executive Committee shall have the power to enter into a trust arrangement with a trust company for the purpose of creating a trust fund in which the capital and interest may be made available for the benefit of promoting the interest of the Organization in accordance with such terms as the Executive Committee may determine.
- 5.3 Remuneration. Directors shall serve as such without remuneration and no Director shall directly or indirectly receive any profit from his/her position as such, provided that a Director may be paid reasonable expenses incurred by him/her in the performance of his/her duties.

#### ARTICLE VI: DUTIES OF OFFICERS

- 6.1 Chairperson. The Chairperson shall preside at all General Meetings of the Members and at meetings of the Board of Directors, and shall perform such other duties as may be determined by the Board of Directors from time to time. The Chairperson shall have a second casting vote at General Meetings and meetings of the Board of Directors.

The Chairperson shall be an ex-officio member of all committees of the ASRNB, unless expressly otherwise determined by the Board of Directors.

- 6.2 Vice-Chairperson. The Vice-Chairperson shall, in the absence or disability of the Chairperson perform the duties and exercise the powers of the Chairperson and shall perform such other duties as may be determined by the Board of Directors.
- 6.3 Treasurer. The Treasurer shall have custody of the funds and securities of the Organization and shall keep or cause to be kept full and accurate accounts of all assets, liabilities, receipts, and disbursements of the Organization in the books belonging to the Organization and shall deposit or cause to be deposited all monies, securities and other valuable effects in the name and to the credit of the Organization in such chartered bank or trust company, or, in the case of securities, in such registered dealer in securities, as may be determined by the Board of Directors from



time to time. The Treasurer shall disburse the funds of the Organization as may be directed by the proper authority taking proper vouchers from disbursements, and shall render to the Chair and the Board of Directors at regular meetings of the Board of Directors, or whenever they may require it, an accounting of all transactions and a statement of the financial position of the Organization.

- 6.4 Secretary. The Secretary shall act as clerk of all General Assemblies and meetings of the Board of Directors and shall record or cause to be recorded all votes and minutes of all proceedings in the books to be kept for that purpose. The Secretary shall give or cause to be given notice of all General Assemblies and meetings of the Board of Directors and shall perform such other duties as may be specified by the Board of Directors.
- 6.5 Other Officers. The duties of all other Officers shall be such as the terms of their appointment require or as may be determined by the Board of Directors from time to time.

#### ARTICLE VII: COMMITTEES

- 7.1 Establishment of Committees. The Board of Directors may establish, by resolution, committees on such terms and conditions as the Board of Directors deems appropriate or as otherwise determined by the Board of Directors.
- 7.2 Remuneration. Committee members shall serve as such without remuneration and no Committee member shall directly or indirectly receive any profit from his/her position as such, provided that a Committee member may be paid reasonable expenses incurred by him/her in the performance of his/her duties.

#### ARTICLE VIII: MEETINGS OF THE BOARD OF DIRECTORS

- 8.1 Meetings, Number and Notice. Meetings of the Board of Directors may be held at any time and place to be determined by the Board of Directors, provided that seven (7) days written/email notice or 3 days by telephone of such meeting shall be given, other than by mail, to each Director. Provided further that, if notice is given by mail such notice shall be post marked at least seven (7) days prior to the meeting. No notice of a meeting of the Board of Directors shall be required if all Directors are present and waive notice, or if those absent have signified their consent to the meeting being held in their absence. The statutory declaration of the Chairperson or Secretary that notice has been given shall be sufficient and conclusive evidence of the giving of such notice. The Chair may and the Secretary shall, upon written requisition of not less than eight (8) Directors, call a meeting of the Board of Directors. There shall be at least one (1) meeting per year of the Board of Directors.
- 8.2 Chairing Meetings. All meetings of the Board of Directors shall be chaired by the Chairperson or Vice-Chairperson as described in Articles 6.1 and 6.2. In their

absence, the Board of Directors shall appoint an individual to chair the meeting.

- 8.3 Quorum. A majority (50% plus 1) of the number of Directors in attendance fixed from time to time shall constitute a quorum at any meeting of the Board of Directors.
- 8.4 Procedures Governing Voting. Each Director shall be entitled to exercise one (1) vote at each meeting of the Board of Directors. Except as expressly provided herein, at all meetings of the Board of Directors, every question shall be determined by a majority of votes cast at the meeting. A declaration by the Chairperson of the meeting that a resolution has been carried and an entry to that effect in the minutes shall be sufficient proof of the fact, without proof of the number of votes recorded in favour or against such resolution.
- 8.5 Resolution in Writing. A resolution in writing, signed by all of the members of the Board of Directors entitled to vote on that resolution at a meeting of the Board of Directors, is as valid as if it had been passed at the meeting of the Board of Directors. Each such resolution may be signed by the Directors in separate counterparts each of which when so signed shall be an original, but all such counterparts shall constitute one and the same resolution.
- 8.6 Attendance. Only the Executive Committee, Board of Directors, Staff and invited guests are eligible to attend meetings. Only the Board of Directors may be recognized to speak at the will of the Chairperson. A Board of Directors meeting may move in camera by resolution of the Board of Directors.

#### ARTICLE IX: GENERAL ASSEMBLIES OF THE MEMBERS

- 9.1 General Meetings. General Assemblies shall be either a Board of Directors Meeting, an Annual General Assembly or Special General Meeting.
- 9.2 Calling Meetings. The Board of Directors or the Chair shall have the power to call, at any time, a Special General Meeting on written requisition of not less than eight (8) Directors.
- 9.3 Business at Annual General Assemblies. The business at every Annual General Assembly of the Members, in addition to any other business that may be transacted, shall be as follows:
  - a) the written reports of all Committees
  - b) the financial statements and the report of the Auditor
  - c) appointment of the Auditor for the new fiscal year
  - d) election of the Officers as described in Article 4.2
- 9.4 Notice. Fourteen (14) days written notice shall be given, to the Members of any General Meeting. Notice of any General Meeting shall contain sufficient information to permit the Members to form a reasoned judgement on any matter to be considered at such general Meeting. The statutory declaration of the Chairperson or Secretary that notice has been given shall be sufficient and conclusive evidence of the giving of

such notice.

- 9.5 Quorum. A majority (50% plus 1) of voting Delegates in attendance and fixed from time to time by the Board of Directors shall constitute a quorum at any Annual General Assembly.
- 9.6 Procedures Governing Voting. Each Delegate shall be entitled to exercise one (1) vote at each General Meeting. Except as expressly provided herein, at all General Assemblies, every question shall be determined by a majority of votes cast at the meeting. A declaration by the Chairperson of the meeting that a resolution has been carried and an entry to that effect in the minutes shall be sufficient proof of the fact, without proof of the number of votes recorded in favour or against such resolution.
- 9.7 Resolution in Writing. A resolution in writing, signed by all of the Delegates entitled to vote on that resolution at a General Meeting is as valid as if it had been passed at a General Meeting. Each such resolution may be signed by the Delegates in separate counterparts each of which when so signed shall be an original, but all such counterparts shall constitute one and the same resolution.

#### ARTICLE X: MINUTES OF MEETINGS

10.1 Minutes. Minutes of meetings of the Officers, Board of Directors and committees shall be confidential until received by and approved for release, following which the minutes shall be available, upon request, to the Members.

#### ARTICLE XI: NOTICE

11.1 Address for Notice. For the purpose of sending notice to a Member, a Director, an Officer or a committee member for any meeting or otherwise, the address of the Member, Director, Officer or committee member shall be his or her last address recorded on the books of the Organization.

#### ARTICLE XII: INDEMNITY AND INSURANCE

- 12.1 Indemnity. The Organization shall indemnify and save harmless the Directors and Officers of the Organization and their heirs, executors and administrators from and against all cost, charges and expenses including any amount paid to settle an action to satisfy a judgement, reasonably incurred by Directors or Officers in respect of:
- a) any civil, criminal or administrative action or proceeding to which the Director or Officer is made a party by reason of being or having been a Director or Officer of the Organization;
  - b) any action by or on behalf of the Organization to procure a judgement in its favour to which the Director or Officer is made a party by reason of being or having been a Director or Officer of the Organization, if the Organization obtains any approval

required under the Companies Act of New Brunswick in respect of such indemnification; and

- c) the defence of any civil, criminal or administrative action or proceeding to which the Director or Officer is made a party by reason of being or having been a Director or Officer of the Organization if the Director or Officer was substantially successful on the merits in his or her defence of the action or proceeding, if the Director or Officer has acted honestly and in good faith with a view to the best interests of the Organization and in the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty, the Director or Officer had reasonable grounds for believing that his or her conduct was lawful.

### ARTICLE XIII: EXECUTION OF DOCUMENTS

- 13.1 Execution of Documents. Contracts, documents or any other instrument in writing requiring the signature of the Organization, shall be signed as specified in the Financial Policies of the Organization as approved by resolution of the Executive Committee, and all contracts, documents and instruments in writing so signed shall be binding upon the Organization without any further authorization or formality. The Board of Directors shall have power from time to time by resolution to appoint any individual who shall be empowered on behalf of the Organization to sign specific contracts, documents and instruments in writing. The Executive Committee may give the Organization's power of attorney to any registered dealer in securities for the purposes of the transferring of and dealing with any securities owned by the Organization. The seal of the Organization when required may be affixed to contracts, documents and instruments in writing signed as aforesaid or by any Officer or Officers appointed by resolution of the Executive Committee.

### ARTICLE XV: FINANCIAL YEAR

Financial Year. Unless otherwise determined by the Board of Directors, the fiscal year end of the Organization shall be March 31st.

### ARTICLE XVI: AMENDMENT OF BY-LAWS

- 16.1 Amendment of By-laws. The by-laws of the Organization not embodied in the letters patent of the Organization may be repealed or amended by a subsequent by-law embodied in a resolution which has been approved by 75% of the Board of Directors at an Annual General Assembly convened to consider such by-law, provided that sixty (60) days written notice shall be given to Members of an Annual General Assembly.

### ARTICLE XVII: AUDITORS

- 17.1 Auditors. The Delegates shall, at each Annual General Assembly, appoint an auditor to

audit or review the accounts of the Organization for report to the Members at the next Annual General Assembly. The auditor shall hold this position until the next Annual General Assembly provided that the Board of Directors may fill any vacancy in the office of auditor. The remuneration of the auditor shall be fixed by the Executive Committee.

#### ARTICLE XVIII: BOOKS AND RECORDS

18.1 Books and Records. The Chairperson shall ensure that all necessary books and records of the Organization required by the by-laws of the Organization or by applicable law are regularly and properly kept.

#### ARTICLE XIX: RULES AND REGULATIONS

19.1 Rules and Regulations. The Board of Directors may prescribe such rules and regulations not inconsistent with these by-laws relating to the management and operation of the Organization as they deem appropriate, provided that such rules and regulations shall have force and effect only until the next General Meeting when they shall be confirmed, and failing such confirmation at such General Meeting, shall cease to have any force and effect.

#### ARTICLE XX: INTERPRETATION

20.1 Interpretation. In these by-laws and in all other by-laws of the Organization hereafter passed unless the context otherwise requires, words importing the singular number shall include the plural number as the case may be, and vice versa, and references to persons shall include firms and Organizations, and references to the masculine will also refer to the feminine and vice versa.

#### ARTICLE XXI: DISSOLUTION

21.1 Dissolution. Upon a winding up or dissolution of the ASRNB, any asset of the ASRNB remaining after the satisfaction of its debts and liabilities shall be given to or transferred to an organization or organizations promoting interests in or development of objectives which are beneficial to the First Nation community of New Brunswick.

Aboriginal Sport and Recreation New Brunswick  
Board Recruitment Package

Aboriginal Sport and Recreation New Brunswick (ASRNB)

## **Board of Directors**

### Recruitment Posting

The Aboriginal Sport and Recreation New Brunswick (ASRNB) is recruiting sixteen (16) volunteers to serve a one-year term on the Board of Directors.

Led by a community-driven Board of Directors, the ASRNB will operate as connectors among sport and recreation partners, support organizational growth and retention, and provide regional leadership on community priorities.

Core activities:

1. Develop, implement, and monitor a ASRNB strategic plan for sport and recreation consistent with community, provincial and federal sport and recreation priorities and opportunities.
2. Cultivate close working relationships with the broader sport and recreation community and key partners within the region, provincially, nationally to recruit new partnerships, support development of the ASRNB, and retain and expand existing programs.

The board plays a key role in leading a 5-year strategic plan that may fit into the Government of New Brunswick's mandate, building strong strategic relationships, and founding a strong organizational framework. Responsibilities include working with the Chief Executive Officer; providing strong financial stewardship; setting and monitoring performance measures; and effectively communicating, or advocating, on behalf of the ASRNB.

Ideally, the 16-member board would be comprised of a team of leaders with a combined skill and experience in business, corporate or organizational governance, financial stewardship, strategic planning, communications, partnership development, stakeholder relations, human resources and sport / recreation. Potential candidates must first acquire a letter of support or a Band Council Resolution from the the community they represent.

For further information about the Board of Directors and the ASRNB, please contact:

Mr. Kelvin Simonson, Co-Chair  
New Brunswick Sports and Recreation Authority  
P: (506) 251-0167  
E: kelvin.simonson@hotmail.com

Shelley Polchies Co-Chair  
New Brunswick Sports and Recreation Authority  
P: (506) 999-4643  
E: shelleypolchies@smfn.ca

**Aboriginal Sport and Recreation New Brunswick**

## 2016 Board Recruitment and Selection Process

The Aboriginal Sport and Recreation New Brunswick (ASRNB) is recruiting 16 volunteers to serve a two-year term on the Board of Directors.

The ASRNB requires a letter of mandate or representation from the First Nation community or New Brunswick Aboriginal People Council. Directors with combined skills and experience in business, corporate or organizational governance, financial stewardship, strategic planning, communications, partnership development, stakeholder relations, human resources, sport and recreation would be preferred.

Board members should be private sector, or leaders in their field; board members should be capable of representing broad regional interests not just those of one specific organization or interest group, or funding agency.



## Board of Directors Job Description

### Director

As a member of the Board of Directors, the Director is responsible for the Aboriginal Sport and Recreation New Brunswick (ASRNB) consistent achievement of its mission and organizational objectives.

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We promote a healthier lifestyle sport and recreation initiatives.

We as an organization promote zero tolerance with regards to alcohol and drugs in our activities.

The ASRNB's responsibilities must be multifaceted. These responsibilities include strengthening organizational support and development, the New Brunswick Indian Summer Games, the North American Indigenous Games, community sport and recreation programming and support the broader sport and recreation community. Each of these will fall under the ASRNB umbrella.

Led by a community-driven Board of Directors, the ASRNB will operate as connectors among sport and recreation partners, support business growth and retention, and provide regional leadership on economic priorities.

The board plays a key role in leading the organization, building strong strategic relationships, and founding a strong organizational framework. Responsibilities include working with the Chief Executive Officer; providing strong financial stewardship; setting and monitoring performance measures; and effectively communicating, or advocating, on behalf of regional interests.

The director demonstrates excellent leadership skills, resourcefulness, commitment and the ability to think broadly and collaboratively. S/he seeks out solutions to new challenges, and identifies and capitalizes on new opportunities.

As a director you will be responsible for Aboriginal Sport and Recreation New Brunswick's consistent achievement of its mission and organizational objectives, including:

- 1.Strategic planning aimed at carrying out the organization's mission
- 2.Playing a leadership role in identifying regional sport and recreation priorities
- 3.Being transparent, including communicating to members, stakeholders and the public, and responding appropriately to requests for information
- 4.Developing appropriate structures for the organization
- 5.Maintaining fiscal responsibility

- 6.Ensuring high levels of executive management performance
- 7.Implementing assessment and control systems
- 8.Planning for the succession and diversity of the Board
- 9.Ensuring an appropriate, formal orientation program for new directors
- 10.Assessing the contribution of the Board, committees and all directors annually
- 11.Preparing for meetings by reading all materials and circulating concerns in advance
- 12.Dissenting at times that you do not agree with a decision
- 13.Sharing your expertise and experiences

Qualifications:

Directors must possess the following qualities:

- 1.Ability to devote sufficient time and energy to the performance of duties as a director
- 2.Willingness to assume the responsibilities associated with being a director
- 3.Demonstrated integrity, high ethical standards and respect of privacy and confidentiality
- 4.Ability to distinguish between Board and Management roles
- 5.Ability to think, act and speak independently and with conviction and confidence
- 6.Strong oral and written communication skills
- 7.Ability to conceptualize and think strategically
- 8.Good problem-solving and interpersonal skills
- 9.Ability to meet time commitments
- 10.Ability to participate in group decision-making
- 11.Willingness to participate in board orientation and continuing education
- 12.Objectivity
- 13.Values consistent with those of the organization.

In addition to the general eligibility qualifications and requirements set out above, board members should collectively represent a range of expertise such as the following:

#### Governance

- 1.Financial literacy and stewardship
- 2.Previous board experience
- 3.Strong ethics

#### **Expectations:**

As a member of the Board, and in contributing to the collective achievement of the role of the Board, the individual director is responsible for the following:

#### Fiduciary Duties

Each director is responsible to act honestly, in good faith and in the best interests of Aboriginal Sport and Recreation New Brunswick and in so doing, to support the organization in fulfilling its mission and discharging its accountabilities.

A director shall apply the level of skill and judgement that may reasonably be expected of a person with his or her knowledge and experience. Directors with special skill and knowledge are expected to apply that skill and knowledge to matters that come before

the Board.

A director's fiduciary duty includes a requirement that he or she avoid situations where the interests of the director are in conflict with the interests of ASRNB

Candidates must be able and willing to assume the legal / financial risks and liabilities associated with the standards of care and fiduciary responsibility imposed on directors.

### Accountability

The director is not solely accountable to any special group or interest and shall act and make decisions that are in the best interest of the organization, as a whole. A director shall be knowledgeable of the stakeholders to whom the organization is accountable and shall appropriately take into account the interests of such stakeholders when making decisions as a director, but shall not prefer the interests of any one group if to do so would not be in the best interests of the organization.

Directors are expected to exercise their own thought and judgement in the decision-making process and should not "rubber stamp" the opinions of others.

### Knowledge

A director shall be knowledgeable about the following:

- Sport and Recreation, entrepreneurship, and/or economics
- Sport and Recreation stakeholders
- The sector or sectors environment generally
- The duties and expectations of a director

### Organization policies applicable to Board members

A director is expected to:

- Participate in a Board orientation session, orientation to committees, Board retreats and Board education sessions
- Attend additional appropriate educational conferences in accordance with Board-approved policies
- Ensure he or she understands his or her fiduciary duties and the standard of care that is required and seek clarity where required
- Have a good general knowledge of the legal framework within which the ASRNB operates, including: legislation, incorporating documents, by-laws, policies
- Acquire a good working knowledge of issues that have faced the Board.

### Teamwork and Participation

- A director shall develop and maintain sound relations and work co-operatively and respectfully with the Board Chair, members of the Board and the Chief Executive Officer.
- A director shall not attempt to dominate a discussion.
- A director is expected to properly prepare for meetings, participate actively in Board discussions and generally participate constructively.
- A director must feel comfortable expressing a dissenting opinion or vote.
- A director shall at all times be respectful of the views of others, even when there is a difference of opinion.
- Despite any discrepancies, directors are expected to act in solidarity with the Board once a final decision has been made.

#### Community Representation and Support

- A director shall represent the Board and the organization in the community when asked to do so by the Board Chair

#### Continuous Improvement

- A director shall commit to be responsible for continuous self-improvement. A director shall receive and act upon the results of Board evaluations in a positive and constructive manner.

#### Additional Requirements

- Travel may be required
- Access to a computer, printer and the Internet is required
- Ability to meet during the week and on weekends

## Aboriginal Sport and Recreation New Brunswick Competency / Capability Assessment

### Board Director

It is expected that each Director will bring a certain level of knowledge and experience to the Board and will adhere to certain principles. These questions will help you to assess the extent to which you meet these expectations. Indicate yes or no beside each question.

1. Are you willing to assume the responsibilities of this position of Board Director?
2. Do you have sufficient time and energy to devote to the performance of the duties of the Board Director position?
3. In your personal and professional dealings, do you demonstrate integrity, high ethical standards and respect of privacy and confidentiality?
4. Do you have experience serving on boards, committees or organizations?
5. Can you recognize and assess risks and strategic opportunities?
6. Do you have experience that demonstrates that you can conceptualize and think strategically and do you possess good problem solving and interpersonal skills?
7. Do you demonstrate the ability to think, act and speak independently and with conviction and confidence?
8. Do you have good oral and written communication skills?

Aboriginal Sport and Recreation New Brunswick  
Harassment Policy

## Aboriginal Sport and Recreation New Brunswick

### Harassment Policy for all members of ASRNB

#### 1.1. Policy Statement

- 1.1.1.1. It is important to state that harassment is not tolerated in the workplace, and that Aboriginal Sport and Recreation New Brunswick (ASRNB) Board of Directors will take immediate steps to end any instances of harassment that the board becomes aware of.
- 1.1.1.2. Harassment is not only a detriment to ASRNB, the Board of Directors and the employee(s) and the Community, harassment is against the law.
- 1.1.1.3. All employees have the right to be free of harassment, have the responsibility to treat others with respect, and the responsibility to stop harassment as soon as they become aware of it. The Board is committed to provide a safe and respectful work environment which is free from harassment.
- 1.1.1.4. No employee regardless of position, contractor or a member of the public has to tolerate harassment of any type, at any time. In turn, no employee regardless of position, contractor or a member of the public has to right to harass anyone else within the workplace, or any other situation which is related to work.
- 1.1.1.5. The Board commits to treat all complaints of harassment seriously, whether reported informally or formally. The Board will act on all complaints to ensure a quick resolution in a confidential and fair manner. If deemed applicable, anyone involved in the harassment will be disciplined.

#### 1.2. Definition and Types of Harassment

- 1.2.1.1. The Canadian Human Rights Commission identifies three (3) types of Harassment, all of which are against the law. The details of the three are outlined as follows:
  - 1.3. Unwelcome behaviour that demeans, humiliates, or embarrasses
- 1.3.1.1. “Harassment is any behaviour that demeans, humiliates or embarrasses a person, and that a reasonable person should have known would be unwelcome. It includes actions (e.g. touching, pushing), comments (e.g. jokes, name-calling), or displays (e.g. posters, cartoons). This may also be a single incident or can occur over time.
- 1.3.1.2. The Canadian Human Rights Act prohibits harassment related to race, national or ethnic origin, colour, religion, age, sex, marital status, family status, disability, pardoned conviction, or sexual orientation.”

#### 1.4. Abuse of authority

- 1.4.1.1. “Abuse of authority occurs when a person uses authority unreasonably to interfere with an employee or the employee’s job. It includes humiliation, intimidation, threats, and coercion. It does not include normal managerial activities, such as counseling, performance appraisals, and discipline, as long as these are not done in a

discriminatory manner. Abuse of authority will not be tolerated.”

#### 1.5. Unwanted sexual behaviour

1.5.1.1. “Sexual harassment includes offensive or humiliating behaviour that is related to a person’s sex, as well as behaviour of a sexual nature that creates an intimidating, unwelcome, hostile, or offensive work environment, or that could reasonably be thought to put sexual conditions on a person’s job or employment opportunities. A few examples are: questions and discussions about a person’s sexual life; touching a person in a sexual way; commenting on someone’s sexual attractiveness or sexual unattractiveness; persisting in asking for a date after having been refused; telling a woman she belongs at home or is not suited for a particular job; eyeing someone in a suggestive way; displaying cartoons or posters of a sexual nature; writing sexually suggestive letters or notes.”

#### 1.6. Personal Harassment

1.6.1.1. Although not covered by the Canadian Human Rights Council, disrespectful behaviour, commonly known as “personal” harassment in the workplace is not tolerated by the ASRNB Board. Such harassment also involves unwelcome behaviour that demeans or embarrasses an employee; as outlined in A above. An example of such harassment can be considered as “bullying.”

#### 1.7. ASRNB Agreement

1.7.1.1. The ASRNB agrees to ensure all employees are entitled to work in an environment free from harassment and make every effort to deal with all complaints in a timely and meaningful manner. This includes all comments, actions, communication or conduct that is of an unwelcome sexual nature that is perceived as being humiliating, intimidating or, demeaning.

#### 1.8. Harassment Examples

1.8.1.1. “Harassment is any action that makes a colleague, employee, or client feel degraded, humiliated, or embarrassed. It includes, but is not limited to, jokes, comments, insults, touching, pinching, leering, posters, cartoons, e-mail, and telephone calls. It includes conditions of employment that are degrading, humiliating, or sexual, and requests (e.g. for sex, that the employee believes he or she must go along with to keep the job or get a promotion, raise, transfer, or some other benefit of employment, or to avoid being penalized)”.

1.8.1.2. The Board and its Employee(s) will use the following list, but not limited to, as examples of sexual harassment that warrant an investigation. Includes: email, phone, fax, written, verbal, etc...

2. Unprofessional Comments
3. Physical or Sexual Assault
4. Inappropriate Gestures or Actions
5. Demeaning of another Person
6. Unwelcome remarks, slurs, jokes, taunts, or suggestions about a person’s body,



clothing, race, national or ethnic origin, colour, religion, age, sex, marital status, family status, physical or mental disability, sexual orientation, pardoned conviction, or other personal characteristics

7. Unwelcome sexual remarks, invitations, or requests (including persistent, unwanted contact after the end of a relationship)
8. Displays of sexually explicit, sexist, racist, pornographic, or other offensive or derogatory material (written, pictures, cartoons, videos etc)
9. Written or verbal abuse or threats
10. Practical and inappropriate jokes that embarrass or insult someone
11. Leering (suggestive staring) or other offensive gestures
12. Unwelcome physical contact, such as patting, touching, pinching, hitting
13. Patronizing or condescending behaviour
14. Humiliating an employee in front of co-workers
15. Abuse of authority that undermines someone's performance or threatens her or his career
16. Vandalism of personal property
17. Questions and discussions about a person's sexual life
18. Touching a person in a sexual way
19. Commenting on someone's sexual attractiveness or sexual unattractiveness
20. Persisting in asking for a date after having been refused
21. Telling a woman she belongs at home or is not suited for a particular job
22. Eyeing someone in a suggestive way
23. Writing sexually suggestive letters or notes

23.1. Where Harassment Can Occur

23.1.1.1. "Harassment can take place in the workplace itself, or outside of the workplace in a situation that is in some way connected to work. For example, during delivery trips, off-site meetings, business trips, and any other event or place related to employment or when the employee is present in the course of employment. Harassment will not be tolerated in any work-related place or at any work-related event."

23.2. Your Responsibility

23.2.1.1. "If you observe a co-worker or other person behaving in a way that seems to be embarrassing or harassing someone else, you can and should speak up. You can let them know in a respectful way that you think the behaviour is inappropriate. If you think someone is being harassed, you can let them know that you support them in ending the situation. Depending on the circumstances, you may want to say something as the behaviour is happening, or you may decide to speak privately with either of the people involved. You can also speak to a manager or an anti-harassment counselor, although you may want to first check with the person whom you believe is being harassed. They may not want to report the harassment, or may want to deal with it themselves.

23.2.1.2. All staff have a responsibility to cooperate in the investigation of a harassment complaint. Anyone who gives evidence in an investigation, or

who is otherwise involved in the process, must keep this information confidential, except as is necessary to deal effectively with the complaint. These are serious issues, and people's privacy must be respected. Even once a complaint is resolved, confidentiality and respect are important."

23.3. Complaint Procedures

23.3.1.1. Employee(s) have the right to bring a complaint against another employee or person who, while in the work place, has caused undue hardship of a harassment nature.

23.3.1.2. A complaint may be made verbally or in writing to the employee's supervisor or a member of the Board. All complaints will be kept confidential unless disclosure is mandatory as a result of the investigation. Furthermore, an employee has the right to make complaint under the Canadian Human Rights Act at any time when they have experienced sexual harassment.

23.3.1.3. When a complaint is received by the employer, the employer will ensure the employee has fully disclosed all information pertaining to the complaint. Depending on the severity of the complaint the employer will attempt to investigate and resolve the complaint in a timely fashion as to not create further hardship to the employee.

23.3.1.4. The employer agrees to make immediate contact with the accused enabling that person to admit or deny the complaint. If the accused admits to the complaint, a sanction or sanctions will be immediately implemented depending on the severity of the complaint.

23.3.1.5. If an investigation is warranted, the employer will establish an investigation team that is not directly involved in the complaint or directly related to either party. The investigation team will review all matters associated with the complaint and provide a final written report to the employer and employee/s.

23.4. Sanction Enforcements

23.4.1.1. The following list are examples of, but not limited to, the type of sanction that may be implemented when an employee has been found guilty of harassment.

24. Verbal warning recorded in personnel file for a period of one-(1) year;
25. Written reprimand kept in personnel file for a period of one-(1) year, which will be signed by all parties to document receipt;
26. Suspension from position with or without pay depending on the severity of the complaint;
27. Probationary period with an evaluation conducted within that period;
28. Where applicable, dismissal with a two (2) weeks' notice of the final work day or in lieu of notice, a two (2) week wage payment resulting in immediate dismissal;
29. Other

Aboriginal Sport and Recreation New Brunswick  
Employee Code of Ethics

## Aboriginal Sport and Recreation New Brunswick

### ASRNB Code of Ethics

1. I will conscientiously carry out the duties of my position by being loyal to my employer, uphold honesty in all situations and remember that my primary work task is to serve Aboriginal Sport and Recreation New Brunswick (ASRNB) Membership and others in a respectful manner.
2. In my actions and verbal and written communications, both in and outside the office, I will promote and uphold the integrity and dignity of the ASRNB, its programs and employees.
3. I will be prompt and courteous in the performance of my duties.
4. I will take the initiative to find and suggest ways of conducting my work that is efficient, effective and economical.
5. I will follow all instructions attentively, be cooperative with my board and co-workers and, work as a team with other ASRNB Employees.
6. During my hours of employment, I will work solely on my job responsibilities, unless otherwise instructed by my board.
7. Within my role as a ASRNB Employee, I will recommend changes to policy, priorities or procedures when I believe that such change would be helpful to meeting the objectives of my position or ASRNB.
8. I will show respect for the authority and jurisdictional structures of the ASRNB.
9. I will continually work toward self-improvement and professional development through self-evaluation, reading available literature and upgrading my skills as opportunity arises.
10. I will uphold work hours and be punctual each day unless there is valid reason for being absence or late, at which time I will contact the Member of the ASRNB Board.
11. I will attend all meetings, workshops, conferences, etc., assigned to me as an official delegate of the ASRNB and will provide a meeting summary, verbal or written, to the board.
12. While performing my duties I will dress appropriately, as I understand that appearance reflects the ASRNB on a whole.
13. I will be courteous and polite toward all co-workers and the public, and conduct myself in a professional manner, both in and out of the office.
14. I will only give out official job related information as authorized by my board or requested by a Court Order.
15. I will not use information obtained on the job for personal reasons without authorization from the board.
16. I will use ASRNB equipment, property and supplies for job purposes only, and in a manner that is respectful to the ASRNB's financial management. To do otherwise, I must get authorization from the board. I will further report any misuse of equipment, property or supplies to the board and/or notify appropriate personnel of maintenance requirements.
17. I will not publicly criticize fellow ASRNB Co-Workers, Policies of the ASRNB, or Decisions of the ASRNB Board. If I experience a challenge, I will voice my opinions in a confidential manner to the Co-Worker or ASRNB Board.
18. I will try and settle indifferences in a manner that is respectful to others and acquire the

assistance of the board when required.

Conflict of Interest – If the board identifies a situation that could be deemed as a Conflict of Interest as a result of my employment position and private interest, I agree to accept and uphold the decision for my involvement in that situation.

I, \_\_\_\_\_ have read and understood the ASRNB Code of Ethics. I also agree to uphold all clauses of the Code of Ethics and understand that to do otherwise, could result in one or all of the following sanctions depending on the severity or the infraction:

1. Be warned for Breach of Code;
2. Be reprimanded for Breach of Code;
3. Placed on a Job Probationary Period; or,
4. Dismissed immediately from my position.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor

Aboriginal Sport and Recreation New Brunswick  
Financial Management Policy

## Aboriginal Sport and Recreation New Brunswick

### Financial Management Policy

The Executive Committee and the Chief Executive Officer shall not operate the organization in an unsound and imprudent fiscal manner and may not cause or allow the financial integrity of the organization to be damaged. Therefore, s/he will not:

1. Expend more funds than allocated in the fiscal year as set out by legislation.
2. Allow the organization to become indebted in an amount greater than can be repaid by certain, otherwise unencumbered, revenues within 30-days.
3. Allow cash to drop below the amount needed to settle payroll and payables in a timely manner.
4. Authorize any single non-budgeted capital purchase or operating purchase greater than \$10,000.00. All cheques must be approved by one of the non-signees of the Executive Committee.
5. Sport New Brunswick bookkeeping services will be used by the ASRNB.
6. Use any undesignated funds from donations or special accounts except as authorized by the Board.
7. Allow actual expenditures to deviate significantly from the budget.
8. Receive or disburse funds under controls that are insufficient to meet generally accepted accounting principles.
9. Allow tax payments or other government ordered payments to be late or inaccurately filed.
10. Disburse funds exceeding \$1,000.00, other than salary and benefits, to him/herself without Chair, Vice-Chair and Treasurer's authorization.
11. Fail to operate under Financial Management policy and procedures.
12. Fail to provide at each Board meeting, which are to include:
  - 11.1 Revenues by source;
  - 11.2 Expenditure by major category;
  - 11.3 Explanation of the financial report.
13. Fail to budget sufficient funds for Board expenses and development.

### Budget Development

1. The purpose of developing and approving a budget is to:
  - 1.1 work within the financial resources available to the Board through revenue and the accumulated surplus;
  - 1.2 identify and fund the initiatives and programs critical to the operation of sports and recreation within the division;
  - 1.3 prioritize expenditures;
  - 1.4 provide the administration with direction and constraints with respect to

spending;

1.5 provide the Board, Minister and the public with clear expectations with regards to spending for the fiscal year.

2. The budget development process involves the following steps:

2.1 the administration determines the basic programs that require funding for the new fiscal year;

2.2 opportunity is provided to Member communities for input to determine program needs early in the calendar year;

2.3 the administration develops a draft budget for presentation to the Board at a meeting early in the calendar year;

2.4 a final draft of the budget is presented to the Board at the first meeting after the Annual General Assembly for approval.

2.5 the approved budget is forwarded to the Minister.

3. The Board will entertain requests for additional funding, that is not identified in the approved budget, from any source throughout the fiscal year.

4. The approved budget of each year will be adjusted according to the funds received throughout the fiscal year.

## Risk Management

For the proper management of the Board's risk and care of its assets, the Chief Executive Officer will not risk losses beyond those necessary in the course of daily operations.

Accordingly, she or he will not:

- Fail to ensure against theft, fire and liability losses to a prudent level.
- Fail to provide liability insurance for Board Members.
- Allow professional staff to function without codes of ethics.
- Allow abuse or misuse of assets. Property will be inventoried and a security system in place to ensure adequate safeguards to prevent loss, damage, or theft of property.
- Allow the assets of the organization to be improperly maintained
- Invest operating or capital funds in a way that is inconsistent with ASRNB policy.
- Allow any one individual to have complete authority over a significant financial transaction.
- Sell or otherwise dispose Board property in a way that is inconsistent with ASRNB policy.
- Enter into an agreement for service unless the contractor provides sufficient proof of acceptable standards of operation and insurance coverage to mitigate risk.
- Fail to provide for the indemnification of employees who are sued in connection with the performance of their duties for the conduct of the Board.



- Purchase, acquire or lease or dispose of real property without Board approval and within ASRNB policies.
- Permit staff to make decisions where the staff member may be in a conflict of interest and may be in a position of personal financial gain.
- Fail to conduct a criminal records check on all staff members who may have contact with children.