



***Alberta***  
***Orienteering***

**Alberta Orienteering Association**

**Board Policy Manual**

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## PREAMBLE

This document contains policies and procedures of the Alberta Orienteering Association that are based on the revised bylaws of 2016 as well as the business motions that have been approved by vote at various board and annual general meetings. These policies describe the beliefs and objectives of this association and provide rules and guidelines to create an efficient and effective organization.

Previous policies not listed in this document are henceforth considered null and void.

Policy that pertains directly to a bylaw will have the relevant bylaw reference in brackets for further definition (e.g. Bylaws, Article 4). Appendix A contains the job descriptions for all board members. Appendix B contains the Executive Director’s job description.

### List of Changes to Policies

Date	Change
December 31, 2009	Policy manual re-written, re-formatted, Changes to > ¼ policies. Ratified by executive.
April 12, 2011	Edits done by S. Haley
June 18, 2011	Edits done by the Board
October 13, 2014	Edits by Kim Kasperski – (OC official level definition, added bylaws to Appendix A, change COF to OC, ASRPWF change, copy editing, some A event changed to Canada Cup)
2018	<p>Extensive edits throughout by Kitty Jones.</p> <p>Additions: List of Abbreviations; AOA Committees; Certification of Event Officials and Coaches, Types of Competitions, Competition Rules &amp; Guidelines, Canada’s Anti-Spam Legislation, Strategic Planning, AOA Partnerships, Risk Management, Code of Conduct, Social Media, 2018 ED Job Description (Appendix C), Hazard Policy for Mappers in the Field (Appendix D), AOA Grant Policy (Appendix E), Concussion (Appendix F)</p> <p>Deletions: Most concepts that are described in 2016 Bylaws (just referred to the Bylaws Articles instead); Alberta O Cup, Alberta achievement awards, Canada Cup Meet Guidelines</p> <p>Revisions: Membership, Club affiliation, Meetings, Conflict of Interest, Anti-Doping, Clinics &amp; Training Camps, Maps, Financial, AOA Bylaws (summary only) (Appendix A), AOA Board job descriptions (Appendix B)</p>
2019-2020	Revision of all polices. Creation of several new policies. Creation of Safe Sport Framework. Split policies into the following subgroups: Board Policy Manual, Orienteering Events Manual, Safe Sport Framework, and Other Policies. Reviewed and approved by AOA board on March 9, 2020

## List of Abbreviations

ADM	Athlete Development Matrix
AGLC	Alberta Gaming and Liquor Commission
AGM	Annual General Meeting
AOA	Alberta Orienteering Association
AOC	Alberta Orienteering Championships
ASC	Alberta Sport Connection
CAC	Coaching Association of Canada
COC	Canadian Orienteering Championships
ECOC	Eastern Canadian Orienteering Championships
ED	Executive Director
EOOC	Edmonton Overlanders Orienteering Club
FWOC	Foothills Wanderers Orienteering Club
HPP	(Orienteering Canada's) High Performance Program
IOF	International Orienteering Federation
ISOM	International Specification for Orienteering Maps (non-sprint)
ISSOM	International Specification for Sprint Orienteering Maps
JWOC	Junior World Orienteering Championships
LTAD	Long Term Athlete Development
NAOC	North American Orienteering Championships
NCCP	National Coaching Certification Program
OC	Orienteering Canada
SGM	Special General Meeting
VP	Vice President
WADA	World Anti-Doping Association
WCOC	Western Canadian Orienteering Championships
WMOC	World Masters Orienteering Championships
WOC	World Orienteering Championships
WOD	World Orienteering Day (in May)
WUOC	World University Orienteering Championships

## **1.0 Introduction and Objectives**

### **1.1 Description of the Association**

The Alberta Orienteering Association (AOA) is a not-for-profit sport association and is a member of Orienteering Canada (OC). AOA is registered under the Alberta Societies Act and was incorporated in Edmonton, Alberta, July 26, 1974. The incorporation number is 50007861. A board of directors (executive, or executive committee) is elected at the annual general meeting (AGM) of the association and controls all association business.

### **1.2 Objectives of the Association**

**AOA vision:** Albertans of all ages and abilities, from recreational participants to elite athletes, recognize and enjoy orienteering as a rewarding outdoor navigational sport that builds physical and mental capacity to stay active for life.

The AOA shall encourage, promote, and give leadership to the sport of orienteering locally, provincially and nationally.

The AOA shall annually sanction and supervise a full program of competitions in orienteering, which may include the AOC, the WCOC and the COC. The AOA will also be prepared to host international orienteering championships as sanctioned by the IOF.

The AOA shall encourage the development of orienteering in all regions of the province, including the education of new participants.

### **1.3 AOA Office**

The responsibility of the AOA Office is under the direction of the board of directors. The executive director, who is a paid employee of the AOA, handles the day-to-day operations and supervision of the office.

The office address: P.O. Box 1576  
Cochrane, Alberta, T4C 1B5  
Phone: (403) 614-3790  
info@orienteeringalberta.ca

AOA Website [www.orienteeringalberta.ca](http://www.orienteeringalberta.ca)

## **2.0 Organization and Personnel of the AOA**

### **2.1 Board of Directors** (Bylaws, Article 5.1)

The board of directors is also known as ‘the board’ or ‘the executive’.

The AOA board consists of volunteers who are elected by voting members at the AGM.

The board consists of the president, secretary, and treasurer (who are the officers) as well as a maximum of twelve (12) other directors elected at the AGM from among the voting members. The immediate past president is a de facto member of the board.

Some of the directors, usually when they have a specific role, are also known as vice-presidents (VP).

See Appendix A for detailed job descriptions for the directors of the board.

## **2.2 AOA Committees** (Bylaws, Article 5.3)

An AOA committee may be a standing committee or an ad hoc committee. A standing committee is ongoing. It reports to the Board and it should give a report at the AGM. An ad hoc committee is usually short term, created for a specific task and then disbanded. It reports to whomever created it. A sub-committee works on a portion of work that is part of a standing committee.

The AOA Board may appoint committees as needed. The Bylaws outline the general procedure for committees in Bylaws Article 5.3.1. Each committee should consider having a Terms of Reference. The following are existing or potential committees.

### **2.2.1 Nominating Committee (ad hoc)**

Should be chaired by the immediate Past President and should include 2 other members appointed by the board. Responsibilities include preparing a slate of nominations for the president and any vacant director's position and presenting its recommendations at the AGM; orienting new board members.

### **2.2.2 Outreach Committee (ad hoc)**

Consists of the president, past president and the executive director. This committee has a Terms of Reference. For advising the AOA executive on how to increase the reach of the sport of orienteering in Alberta.

### **2.2.3 Team Alberta Committee - (ad hoc)**

Should be chaired by the VP Skills & Development. This committee has a Terms of Reference. Responsible for advising the AOA executive on ways to create an Alberta 'brand' and sense of community amongst Alberta orienteers,

### **2.2.4 Mapping Committee (ad hoc):**

Should be chaired by the VP Mapping and should include at least one Edmonton Overlanders Orienteering Club (EOOC) member and one Foothills Wanderers Orienteering Club (FWOC) member. The committee members will help and advise the AOA VP Mapping in meeting the objectives as outlined in Orienteering Events Manual.

## **2.3 Volunteers**

Orienteering is largely run by volunteers.

AOA developed an extensive Volunteer Program Policy which outlines policies and procedures regarding the volunteer force of the organization. The policies and all additional educational materials regarding volunteers can be found on the AOA website:

Link: <https://www.orienteeringalberta.ca/volunteers.html>

## **2.4 Executive Director (Bylaws, Article 5.4)**

The executive director (ED) will work for the AOA under the direction of the president to whom the ED will report directly. If he/she does not live in the same city, the president may delegate the supervision to another executive member who does live in the same city, if necessary.

The ED is responsible for establishing and operating effective technical and competitive programs with guidelines approved by the executive and for carrying out all technical duties assigned by the executive committees and priorities set by the executive. See Appendix B for the ED job description, including administrative and technical duties.

The ED is an employee and will sign a contract that will be renewed annually. The ED is entitled to receive a performance review annually.

## **3.0 Membership, Clubs and Grants**

### **3.1 Membership in the AOA (Bylaws, Article 3)**

Membership is open to individuals, families, or groups who have paid their annual membership fee to their club and who agree to participate under the objectives of the association. In the AOA Bylaws, there are three AOA membership categories: regular member, group member and honorary lifetime member. However, the Bylaws say “Any other Member categories can be defined as required in the AOA policy manual.” Club members are de facto AOA regular members. Clubs may define their own membership categories.

The membership year is January 1 to December 31. Memberships purchased after September 1st of any year are valid for the whole of the following year.

A member in good standing is one who has paid their membership fee for the current year or is an Honorary Member, and is not suspended. (Bylaws, Article 3.5)

If a member has not paid their membership fee/program fee by Dec 31<sup>st</sup>, the member is considered to have resigned. Refer to: Bylaws Article 3.6.3

**Club Day Members** are not considered as regular AOA members because their membership fee is lower and they do not have voting privileges. Their fee simply allows them to participate in the event of that day, and have liability insurance coverage for that day.

**AOA Program Member:** Individuals or groups who reside in areas of Alberta that are not served by an existing club and who are receiving a service or programming from the AOA, must become an AOA program member by signing an AOA program member waiver form. AOA Program Members do not have voting privileges.



Benefits of AOA membership (not including Club Day or AOA Program Members):

- Membership in a provincial orienteering club of their choice
- Newsletters from AOA and Orienteering Canada (OC)
- Eligibility to compete in age class, open class or recreational class at any local, provincial, national or international competition
- Reduced entry fees at all club, AOA and OC sanctioned events
- Eligibility for financial subsidies for travel or other related costs from attending orienteering events
- Training, leadership and coaching opportunities
- Attendance at the annual AOA retreat and AOA training camp
- Access to junior or adult development programs
- Member rates for orienteering clinics e.g. officials, mapping and coaching
- Discounts, with membership card, on purchases at certain retail outlets within Alberta
- Voting rights (if 18 years of age or older) at the AGM and any special general meeting
- Liability insurance coverage

Some of the above benefits are free while others are subsidized for AOA members.

### **3.2 Clubs Affiliated with the Association** (Bylaws, Article 3.10)

Alberta orienteering clubs are affiliated with the AOA. Such a club is entitled to the use of AOA facilities, advice, and support in their operation. New clubs may become affiliated with AOA at any time by applying to the AOA.

Any organized group, defined as having a minimum of 5 members, with a leadership group (e.g. president, secretary, and treasurer), whose primary goal is to create and promote orienteering events, or that wishes to develop orienteering as part of their regular program, may become an affiliated club of the Alberta Orienteering Association.

#### **3.2.1 AOA Support to Affiliated Orienteering Clubs**

The AOA will provide the following support, subject to available resources:

##### **3.2.1.1 Existing Clubs**

- Coaches, officials, mapping and training clinics by request from clubs.
- Promotional assistance in developing media relations (e.g. for World Orienteering Day).
- Assistance in submitting bids to host major events.
- Assistance in applying for provincial hosting grants for any approved events.
- Assistance in identifying potential new map sites.
- An AOA representative at club meetings whenever possible to act as liaison.
- Funding for mileage for one vehicle per club to attend the AOA annual general meeting.
- Grants for AOA members and clubs.

##### **3.2.1.2 New Club in non-established area:**

The AOA will encourage the development of new orienteering clubs within the province of Alberta. The AOA will provide the following support to new clubs:

- A sport outreach clinic to help develop interest;

- Assistance obtaining orienteering specific equipment & supply;
- All the benefits outlined above for existing clubs.

### 3.2.2 Obligations of Affiliated Orienteering Clubs

- Report membership statistics to AOA as requested, at least annually;
- Report participation statistics to AOA as requested, at least annually;
- Pay AOA a map cost recovery levy as described in Financial section 6.6.1 below
- Pay AOA a portion (at the discretion of the AOA Board) of the OC annual affiliation and insurance fees (Financial section 6.6.2 below).

### **3.3 AOA Grants**

AOA has a financial granting plan to promote development and participation of Alberta orienteers as athletes and leaders in the sport of orienteering. Grants for members include Leadership Grant and High Performance Grant. Annual grant application deadline is December 1.

AOA has established grants for clubs, including Junior Program Development Grant, Underrepresented Group Program Grant and Major Event Organization Grant. Annual grant application deadline is September 1.

Amounts and limits of all grants are to be reviewed and set annually for the AOA budget. The detailed grant policy is in the AOA Grant Policy manual. Guidelines, criteria and application forms are to be made available on the [AOA website](#).

## **4.0 Hiring, Evaluation, Salary, and Termination**

The president and two members of the board chosen by the president and approved by the executive, are responsible for hiring, evaluation, salary, and termination of any paid employee. Alternatively, with the approval of the executive, a hiring team consisting of the president and two to three other association members may be appointed.

### **4.1 Hiring**

The president shall chair a search committee made up of the president, and two other board members or two to three association members as approved by the board, to find a suitable candidate for a paid position.

In a closed meeting, the board of directors will review the search committee's findings and recommendations for the candidate best suited for the job. The candidate will be selected by majority vote of the board of directors present. In the event of a tie vote of any group of candidates, the president will make the final decision.

### **4.2 Probationary Period**

Any new employee shall be on a probationary period normally not exceeding six months. After this time, a satisfactory performance review shall constitute the end of the probationary period.

Termination or rejection of the employee is by majority vote of the full executive and no disputes shall be considered.

### **4.3 Employee Performance Review**

A formal performance review will be conducted for the employee once each year. The review is to provide mutual exploration between the president and the employee concerning the nature of the job, job objectives, the working relationship, and other factors pertinent to effective job performance. Regular feedback on performance is encouraged.

The employee shall be given the opportunity to sign the formal review document indicating that its contents have been read and understood.

### **4.4 Salary and Salary Funding**

The determination of salaries shall be governed by the financial assistance received from ASC, casino proceeds and other revenue. The AOA will try to maintain a constant source of funding for existing employees but may require terminating services of those employees if adequate funding ceases. The current Alberta Labour Standards will be used for notice and pay in lieu for employees.

### **4.5 Contract Workers**

If a suitable volunteer cannot be recruited for a task, the task will be advertised as a paid contract position. Salary will be dependent on the AOA budget or funding allowance.

One of the board of directors, as approved by the board, will chair a search committee to find a suitable candidate for the position.

### **4.6 Grant-Funded Employees**

The AOA will try to apply for employment grants (e.g. STEP grant) for paid positions whenever possible. However, before an employee is hired, the AOA will ensure that a qualified association member is available to supervise the employee.

## **5.0 Meetings of the Alberta Orienteering Association**

### **5.1 Annual General Meeting (Bylaws Article 4)**

The AOA will hold an annual general meeting (AGM) on a date set by the board. Members will receive notice no less than 21 days before the meeting.

A quorum of 5% of the voting membership (including members attending remotely, and proxies held by members in personal attendance at the AGM) is needed to conduct the AGM. No member may hold more than 2 proxies, to avoid concentration of influence on an issue.

Voting members do not include Day Members or AOA Program Members.

Proxy forms must be submitted to the AOA President before the AGM is called to order. Proxy forms are found at <https://www.orienteingalberta.ca/agm-meetings.html>

The AOA may provide travel funds for the AOA executive (carpooling is encouraged) plus one representative from each member club to attend the AGM. Travel reimbursement is as stated in Reimbursable Expenses and Rates (section 6.7 below).

The president is responsible for summarizing the highlights of the AGM in the next issue of the newsletter.

## **5.2 Special General Meetings (Bylaws Article 4)**

A special general meeting may be called by the board or on the written request to the president of one third (1/3) of the voting members. Members will receive notice no less than 21 days before the meeting.

## **5.3 Annual Planning Meeting (Retreat)**

The annual planning meeting should be held in the fall of each year to allow time for plans to be implemented in the new fiscal year.

The AOA board organizes, or directs the ED to organize, the planning meeting. The membership is encouraged to attend. The Alberta Sport Connection consultant may be invited.

The annual planning meeting may address any of the following: review of goals, objectives, mission, vision, strategic plan, policies and roles of AOA and clubs; future funding; upcoming event schedule; mapping; promotion; new initiatives, and so on.

## **5.4 Board of Directors Meetings (Bylaws Article 5.1.6)**

The Board of Directors convenes at least four times a year. The president calls the meetings, chairs the meetings and distributes an agenda in advance. The board should attempt to meet in person at least once a year. Meetings may be held by conference call.

A quorum is a majority of directors present at a board meeting.

Meetings of the board are open to all members of the AOA, but only directors may vote.

Votes may be held by email between meetings, when the issue is urgent.

Minutes of each meeting are kept on record and available to the board. Club presidents should be sent minutes of AOA meetings if they are not confidential.

The AOA may pay travel expenses of the board of directors and the executive director for meetings in person.

## **5.5 AOA Committee Meetings (Bylaws Article 5.3)**

The board may appoint committees to advise and perform tasks for the board. The vice presidents are encouraged to form committees to perform work for projects or initiatives. Examples of committees include mapping, skills development, finance, technical, and nominating.

A board member chairs each committee and convenes meetings as necessary. Committee expenses should be budgeted at the beginning of the fiscal year. Even if budgeted for, the board needs to be advised of any significant expenditure.

## **5.6 OC Annual General Meeting**

The AOA may fund the travel expenses for one delegate to represent AOA at the OC annual general meeting. See Reimbursable Expenses and Rates (section 6.7 below).

## **6.0 Financial (Bylaws, Article 6)**

### **6.1 Banking and Signing Powers**

At least two signing authorities approved by the board of directors (including board directors and the executive director) must sign all cheques written against AOA funds. The executive director cannot sign his/her pay cheque or expenses cheque from the AOA.

AOA legal documents must be signed by one or more of the 3 Officers – president, secretary and treasurer.

### **6.2 Financial Accounting, Reports, and Controls**

The AOA financial year is January 1<sup>st</sup> to December 31<sup>st</sup>.

A financial report shall be provided by the treasurer to the board at board meetings or at least every three months. The report can be distributed by the executive director. The board shall review and approve the financial report at the board meetings.

A complete financial statement will be provided by the treasurer at the AGM. Two auditors, appointed at the AGM, will audit the financial records.

An annual budget will be prepared jointly by the treasurer, president and executive director. The treasurer, president and executive director will jointly see that the organization operates within budget guidelines.

Bookkeeping will be done by the executive director, including accounts payable, accounts receivable, deposits and bank reconciliation. Payroll and proper accounting for the various funding agencies will be supervised by the treasurer.

Official AOA correspondence will be done jointly by the executive director, president and treasurer.

Legal documents, including all contracts, will be signed by the AOA officers (president, secretary and treasurer).

### **6.3 Donations**

Charitable donations may be submitted and made payable to OC. Donations must be unconditional in order to receive a charitable receipt. The donor can suggest how they would like to see the money spent, but OC is under no obligation to follow that suggestion.

## **6.4 Fund Raising**

AOA will apply for an AGLC casino whenever possible. Normally the AOA casino alternates between Edmonton and Calgary. The AGLC rules regarding use of casino proceeds must be followed.

AOA will apply for grants from Alberta Sport Connection, including the annual Association Development Program Grant as well as applicable Hosting Grants for WCOC, COC, and NAOC.

AOA may apply for grants from any other funding agencies which are suitable, to further attain AOA goals and objectives. E.g. CIP Grant (Community Initiatives Program); STEP Grant (Summer Temporary Employment Program, for summer employment of Canadian students)

OC's Donation Policy (relating to fundraising done by AOA and its affiliated clubs) is here: [http://www.orienteering.ca/pdfs/policy/Policy\\_Donations.pdf](http://www.orienteering.ca/pdfs/policy/Policy_Donations.pdf)

Sponsors:

The AOA supports IOF and OC policy on seeking sponsorships. OC should be consulted prior to approaching a potential sponsor, to be sure there is no conflict.

All communications, agreements, services, and acknowledgments agreed between the AOA and sponsors must be confirmed in writing to safeguard both parties. A summary should be sent to the VP special projects who is responsible for coordinating sponsorship (or to the president if this position is vacant).

Letters of thanks will be sent to all AOA sponsors as well as a copy of any publication, article or photograph in which the sponsor's participation is mentioned.

## **6.5 Club Sponsors**

Clubs are encouraged to seek sponsorship as long as it is in keeping with AOA and OC policies. The VP special projects (or the president if this position is vacant) should be kept informed of sponsorship plans so that duplication with AOA plan can be avoided.

## **6.6 Levies**

### **6.6.1 Map Cost Recovery Levy paid by clubs to the AOA**

As the AOA provides the funding for forest mapping in the province, a mapping cost recovery levy is charged annually to the member clubs.

In December of each year the AOA will invoice FWOC and EOOOC an amount calculated as follows: 10% of the 3-year rolling average of AOA's mapping expenses (not including mapping clinics). There is a cap of \$3,000, to be reviewed annually.

### **6.6.2 OC Association Fee paid by the AOA**

In April each year, the OC treasurer invoices AOA for the annual association fee and insurance. The OC board determines the amount to be invoiced; their formula is based on membership and event participation statistics and is subject to change.

Clubs with large numbers of participants in their junior program will be invoiced for a separate premium specifically for such a junior program. This amount will be determined by OC's insurer, based on participant numbers. AOA will pass on this invoice to the club, unless OC invoices the club directly.

## **6.7 Reimbursable Expenses and Rates**

### **6.7.1 Travel**

Out of town travel is reimbursed at a rate of \$0.35/km for use of a personal vehicle. This rate should be reviewed from time to time by the board. For long distance car travel, a rental option should be considered as this could be cheaper. In town travel is not covered by the AOA.

### **6.7.2 Items Requiring Prior Approval of the board:**

- Meetings, conferences, clinics, registration fees
- Hotel, motel and hostel charges for out-of-town trips. Accommodations should be shared.
- Meals and beverages for out of town trips. Meals may be paid for, based on agreed per diem rate – this requires a separate approval. Alcoholic beverages will not be reimbursed by AOA.
- Airline travel expenses
- Car rental and forms of travel other than personal vehicle.

For some conferences, clinics, or meetings, the AOA may opt to pay for only a pre-determined number of days' meals and accommodation.

### **6.7.3 Expense Claims**

Receipts are required for all expenses. The sole exceptions are for travel in a personal vehicle or meals purchased on an agreed per diem as per above requirements. Expense claims are to be submitted to the executive director or treasurer for payment.

Expense claims must be submitted within three months of the date the expense was incurred or before the fiscal year end (whichever comes first).

### **6.7.4 Large Expenses**

Reasonable expenses incurred by volunteers and the executive director on behalf of the AOA will be reimbursed. Large expenses should be approved by the board of directors in advance of occurrence.

## **7.0 Insurance (Bylaws, Article 6.8)**

The AOA and its affiliated clubs shall have third party liability insurance coverage.

OC buys third party liability insurance, which covers bodily injury and property damage for all AOA members, volunteers and employees. The premium is based on annual participation statistics. OC invoices AOA annually for its share of the insurance premium. AOA may share this

cost with its affiliated clubs. Information about OC's insurance is here:

<http://www.orienteering.ca/resources/insurance/>

The cost of extra insurance for junior training programs (where the total participant days for the year is over 500) is split evenly between OC and the provincial body (AOA passes this cost on to the relevant club unless OC invoices the club directly).

The annual insurance certificate for Alberta is sent to AOA. The clubs are not named specifically on this document because the certificate states that it applies to all orienteering activities in Alberta, and nothing more needs to be justified.

In the event of a claim, an incident report must be sent to AOA's ED and OC's ED. Then OC's ED would notify the insurer, and an adjuster would be assigned to the claim right away.

## **8.0 Waivers and Liability**

All participants must sign an AOA approved waiver when signing up for the clubs membership in Alberta or to participate in an AOA sanctioned event. Event directors are advised to have all participants sign a special event waiver, as recommended by OC's insurer. Waivers for adults (ages 18 and over, in Alberta) are different from the "Participation Agreement" for minors (under age 18). A summary of OC insurance is here:

<http://www.orienteering.ca/pdfs/policy/insurance.pdf>

Waivers and liability information can be found here:

[https://www.orienteeringalberta.ca/uploads/1/0/2/2/102233682/waivers\\_-\\_aoa\\_updated\\_1.pdf](https://www.orienteeringalberta.ca/uploads/1/0/2/2/102233682/waivers_-_aoa_updated_1.pdf)

## **9.0 Strategic Planning**

AOA will have a 3-year strategic plan as required by ASC. This will be reviewed annually. There will be a more detailed 1-year plan for the current year, known as a Roadmap.

## **10.0 AOA Partnerships**

AOA board may choose to belong to relevant organizations if this provides a benefit to AOA.

AOA board may choose to work together in partnership with a relevant organization to accomplish mutually agreeable goals if this provides a benefit to AOA.

## **11.0 Additional AOA Policies**

Addition to this AOA Board Policy Manual, below are the list of all approved AOA policies:

1. Anti-Doping Policy
2. AOA Grant Policy
3. Concussion Policy
4. Conflict of Interest Policy
5. Dispute Resolution and Appeal Policy
6. Harassment with Reporting, Investigation, Discipline Policy -under development
7. Inclusion, Equity and Access Policy



8. Members Code of Conduct /Universal Code of Conduct
9. Privacy Policy and CASL Policy
10. Responsible Coaching Movement: Open and Observable Environment Policy
11. Risk Management Policy
12. Screening Policy
13. Social Media Policy
14. Volunteer Program Policy
15. Orienteering Events Manual: Including the following:
  - Certifications
  - Competitions
  - Clinics and Training Camps
  - Mapping Policies
  - Safety Plan & Tools
  - Waivers & Liability
  - Insurance
  - Participants Risk Management Policies
  - Wildlife Policies

## **12.0 Appendix A – Job Descriptions of AOA Board Members**

All AOA Board members are expected to:

- Act and make decisions in the best interests of AOA (over and above their club or their individual interests)
- Recognize that AOA is a governance board, as opposed to an operational board
- Avoid conflicts of interest
- Be familiar with AOA Bylaws and Policies and Procedures
- Maintain confidentiality as necessary
- Strive to optimize communication within the board and with other bodies both within the orienteering community (locally, provincially, nationally & internationally) and outside it

### **President**

The President is an Officer of AOA and as such has signing authority for legal AOA documents. Responsibilities include planning, organizing, directing and controlling the Association operational activities to ensure the best results for the members. (Details in Bylaws, Article 5.2.2.1) ED reports to President. President conducts the annual performance review of the ED, and an exit interview when the ED leaves, usually with one other Board member. President chairs the hiring committee of any paid employee. President is involved in preparing the annual budget.

### **Secretary**

The Secretary is an Officer of AOA and as such has signing authority for legal AOA documents. Responsibilities include recording minutes of all board meetings and making the minutes available to all board members. (Details in Bylaws, Article 5.2.2.3)

### **Treasurer**

The Treasurer is an Officer of AOA and as such has signing authority for legal AOA documents. Responsibilities include implementing financial policy as agreed by the AOA Board, monitoring banking activity and finances of the Association, preparing a budget in association with the AOA Treasurer and preparing accounts for audit. (Details in Bylaws, Article 5.2.2.2)

### **Skills Development**

The VP Skills Development is responsible for overseeing and coordinating AOA's responsibilities in the areas of coaching, team selections, training for adults and juniors including the AOA's share of the organization of the annual training camp, and the development of Team Alberta. There is a Terms of Reference for a Team Alberta Committee.

### **Mapping**

The VP Mapping is responsible for planning and coordinating mapping activities within the province of Alberta, but not including those areas under jurisdictions of local clubs (e.g. EIOC and FWOC). Try to include at least one EIOC rep and one FWOC rep on a mapping committee. Be familiar with all AOA mapping policies.

## **Technical**

The VP Technical is responsible for overseeing and coordinating the annual event schedule, any events that specifically include AOA contributions, officials certification, any AOA bids to OC (e.g. hosting WCOC, COC, NAOC or other international competitions).

## **Past President (de facto member of board)**

- Chairs the nominating committee;
- Acts as an advisor to the President and Board;
- Carries out other duties assigned by the Board.

## **Member at Large**

No specific role – take on tasks as needed

## 13.0 Appendix B – Job Description of Executive Director

Updated & approved Feb 12, 2018 AOA Board meeting

### **Administrative duties (50%) and Technical Duties (50%)**

**Job Title:** Executive Director (Professional Staff)

**Responsibilities:** The ED is responsible for carrying out technical and administrative duties with guidelines approved by the Board, including duties assigned by Board committees and priorities set by the Board.

**Supervision:** The Executive Director (ED) will work for, and is accountable to, the Alberta Orienteering Association (AOA) under the direction of the President to whom the ED will report directly. If he/she does not live in the same city, the President may delegate the supervision to another Board member who does live in the same city.

**Hiring:** The AOA president and two AOA members approved by the Board are responsible for hiring.

**Evaluation:** The AOA president and another member of the AOA Board, with input from the rest of the AOA Board and the club presidents, are responsible for evaluating the performance of the ED at least annually.

**Salary and termination** are decided / ratified by the Board.

**Accountable to:** The AOA Board of Directors

**Details of Authority:** The ED is authorized to co-sign AOA cheque in all matters except pertaining to those related to the ED.

**Immediate Subordinates:** Volunteers; Contractors

**Participation in Committees:** The ED will attend sub-committee meetings when invited.

### **ADMINISTRATIVE DUTIES (50%)**

Updated January 2018

#### **Management of the day to day activities of the AOA office**

- Perform the day to day administrative tasks of the Association.
- Act as a consultant to the Board and its committees
- Purchase office supplies as needed (purchase of assets requires permission from Board)
- Send Annual Report to the Societies Branch
- Attend all AOA executive meetings
- Organize Board skill development opportunities
- Jointly, with the president and treasurer of the board of directors, conduct official correspondence of the organization, and jointly, with designated officers, execute legal documents
- Assist in special event coordination as directed by the Board e.g. Regional and National Championships, Provincial Games
- Organize the AOA AGM according to the Board's direction
- Collect membership and participation statistics from clubs and send those reports to Orienteering Canada when requested (at least annually)
- Maintain the following:
  - ▶ AOA Bylaws: ensure current version is backed up, stored and available to AOA members.

- ▶ AOA Policy Manual: ensure current version is backed up, stored and available to AOA members. Store historical versions.
- ▶ Filing system on subject matters which form part of the day to day administration of the AOA: ensure the filing system is consistent, clear, and backed up.
- ▶ AOA Resource Library: store digital and non-digital resources securely.
- ▶ AOA's Society status:
  - File updates of the AOA address and changes to its officers and directors directly to the [Corporate Registry Office](#).
  - Submit the required Societies Renewal form along with the financial statement and list of directors each year.
  - Send to Revenue Canada form RC-59 to update the Administrator of the Association, with a copy of the AGM minutes.

**Liaison with:**

- AOA Board members to assist with their portfolio work and general duties; carry out duties delegated by Board members to ED
- Existing orienteering clubs in Alberta; attend all club annual general meetings and executive meetings as required
- Other provincial orienteering bodies, Orienteering Canada (OC) and International Orienteering Federation (IOF)
- Alberta Sport Connection (ASC) in relation to their annual grant to AOA (this requires collecting membership and participation statistics from clubs)
- Municipal, provincial and federal departments (e.g. to ensure accessibility to public lands for orienteering map development and for hosting orienteering events; to give input to relevant sport policy-making)
- Media, including social media, for the promotion of orienteering events
- School boards, schools and teachers in the development and implementation of orienteering programs for students (a) in areas identified as appropriate for AOA outreach, and (b) in areas not already served by existing clubs (unless requested by such clubs)
- Youth groups such as scouts, junior forest wardens and cadets
- Organizations and individuals expressing a genuine interest in developing orienteering programs/clubs in all 8 zones defined by ASC, as requested, and with approval of Board

**Communication**

- Maintain and update the AOA webpage
- Produce and distribute AOA's quarterly "Reentrant" newsletter
- Additional communication with members as necessary
- Develop and maintain relationships with associations related to sport or physical activity (e.g. adventure racing, cross-country running, cross-country skiing, other provincial/national/international sport associations)
- Develop and maintain relationships with relevant government agencies (e.g. ASC, AGLC, CRA, Alberta Parks, federal parks)
- Communication with public: respond to enquiries; forward requests to member clubs if appropriate; organize outreach initiatives within Alberta as requested

**Planning**

- Contribute to, and follow up on, the AOA's annual planning process with the Board

- Oversee the AOA's Strategic Plan, with direction from the Board
- Assist the VP Technical and the clubs in the preparation and distribution of the annual schedule of events
- Assist VP Mapping as needed e.g. help with landowner/government land use negotiations, help find and recruit mappers; applications to bring in foreign mappers; facilitate mapper visits, travel arrangements etc.
- Assist the other Board members as needed
- Identify opportunities and strategies to increase the membership of the AOA

#### **Leadership Development:**

- Work with and encourage the development of the AOA volunteer base (e.g. AOA committee members, AOA casino, AOA course conductors)
- Encourage, promote and organize Coaching and Officials Certification and Development courses
- Arrange mapping clinics if requested
- Arrange leadership development clinics for youth group leaders and teacher development as requested
- Plan (with the Board), organize and promote the annual AOA Retreat and AGM (i.e. book facilities, create schedule, recruit speakers and/or course conductors, facilitate planning sessions as needed)

#### **Finance**

- Communicate regularly with AOA Treasurer regarding financial matters
- Maintaining sound financial practices
- Budget: Help the treasurer and the president to prepare a budget; see that the organization operates within budget guidelines.
- Ensure that adequate funds are available to permit the organization to carry out its work.
- Assist with annual audit
- Apply for, and report on, the annual ASC grant
- Research and apply for other grants or sponsorship as appropriate
- Organize AOA Casino: apply for license, recruit volunteers, contact advisors, complete spending reports
- Promote and coordinate the application process for the 3 AOA grants (Pursuit of Athletic Excellence, High Performance and Leadership Grants)
- Perform the bookkeeping of the Association, including:
  - ▶ Data entry into electronic accounting system
  - ▶ Prepare cheques to be signed by 2 signing authorities (ED cannot sign his/her payroll or expense claim cheques)
  - ▶ Payroll for any employees and contractors, including remittances to CRA, Records of Employment and T4 slips (Feb 28 deadline)
  - ▶ Prepare invoices (including map recovery levy from clubs)
  - ▶ Follow up on outstanding accounts
  - ▶ Track & prepare deposits
  - ▶ Complete bank reconciliation

## Risk management

- Ensure that the Board of Directors identify and evaluate the risks to the organization's people (clients, staff, management, volunteers), property, finances, goodwill, and image and implement measures to control risks
- Ensure that the Board of Directors and the organization carries appropriate and adequate insurance coverage (currently through OC)
- Ensure that the Board and staff understand the terms, conditions and limitations of the insurance coverage

## **TECHNICAL DUTIES (50%)**

Updated January 2017 as requested by AGLC

Percent

### **Sport Development**

- 4 Liaise with and assist existing orienteering clubs in Alberta
- 0.5 Identify key Alberta communities to develop new orienteering clubs
- 3 Support and assist developing orienteering clubs across the province
- 0.5 Identify opportunities and strategies to increase AOA membership
- 4 Contribute to the AOA's annual and strategic planning processes
- 3 Develop and maintain relationships with related sports associations (such as adventure racing, cross-country running), other provincial/national/international sport associations, related government agencies and multi-sport/overarching organizations (such as Sport For Life, Physical Literacy, etc.)
- 1 Develop and maintain relationships and assist in program development for youth groups such as scouts, forest wardens and cadets
- 0.3 Liaise with school boards, schools and teachers in the development and implementation of orienteering programs for students
- 0.3 Liaise with secondary educational institutions in the development and implementation of orienteering training programs for students that develop future sport leaders and teachers
- 2 Liaise with municipal, provincial and federal parks & recreation departments to ensure accessibility to public lands for orienteering map development and land access for the hosting of orienteering events
- 1 Develop and teach sport outreach programs to introduce orienteering and orienteering skills to new segments of the population
- 1 Act as an orienteering resource and expert for teachers, youth leaders, outdoor pursuits groups and multi-sport programs
- 0.3 Liaise with the media in the promotion of orienteering events
- 2 Write orienteering articles & technical guidelines for publication on the web and in magazines
- 2 Contribute content and ideas for the advancement of the AOA web site
- 1 Advise Orienteering Canada re developments within Alberta that could impact other provincial/territorial orienteering associations.
- 2 Help find and recruit qualified mappers; facilitate their mapping work
- 28 Total percent

### **Leadership Development**

- 4 Monitor and advise Albertan orienteering club boards of directors regarding governance, current technical standards, efficiency, problem solving, and managing volunteers. Ensure they stay up to date

with technical developments at other clubs, provincial associations, Orienteering Canada and the International Orienteering Federation

- 3 Promote and organize Coaching Certification and Officials Certification courses according to Orienteering Canada's curricula and Long Term Athlete Development guidelines
- 2 Monitor progress and certification steps of all those who take officials, mapping and coaching training at all levels
  - 1 Advise event controllers at all levels as required
  - 1 Arrange informal courses and workshops as required
  - 2 Promote and organize instruction at the annual AOA Leadership Development Retreat
- 0.25 Promote and arrange leadership development clinics for youth group leaders
- 0.25 Promote and arrange teacher development clinics
- 13.5 Total percent

### **Athlete Development**

- 3 Organize and promote an annual adult athlete training camp for intermediate and advanced orienteers
- 0.3 Liaise with and advise club junior program coordinators
- 0.3 Advise and assist clubs with their school programs
- 1 Facilitate the implementation of athlete development programs, thereby increasing participation in competitions
  - 0.3 Advise clubs re expanding and developing coaching at local levels (e.g. buddy systems)
  - 1 Maintain and develop training materials
  - 0.3 Promote and facilitate the pursuit of excellence among athletes of all ages
  - 0.3 Identify and target top orienteering youth for future training and development at Orienteering Canada's High Performance Program
- 6.5 Total percent

### **Other**

- 1 Other related activities as may arise from time to time
- 1 Professional development to enhance potential development in all 3 areas (sport, leadership and athlete) provincially and nationally
- 2 Total percent
  
- 50 Overall total percent



## **14.0 Appendix C – Terms of Reference for Committees**

### **14.1.1 Team Alberta Committee Terms of Reference**

#### **Committee Purpose**

##### **The Vision**

To foster a sense of belonging to the sport of orienteering in Alberta by providing opportunities for a life-time of continuous self development within a supportive community.

The Team Alberta Committee develops and manages the programs of AOA that sustain the sport development system by providing opportunities for athletes, coaches, and officials to excel and pursue sport excellence in Orienteering. The program offers training and competitive opportunities in a social, team environment to build a well-connected sport community across the province.

##### **Committee Members**

**Up to six members** including

- One AOA board member (liaison with AOA board and committee)
- AOA ED (helps to organize program details, e.g. registration, uniforms, financials, communication).
- Ideally, one club representative from each club (supporting program/events organization)
- One Coach representative (Program Head coach mentoring event coaches)
- One athlete representative (helps with planning team socials)

The Chair of the Team Alberta Committee shall be appointed by the committee members.

##### **Scope of Responsibility**

The Committee is responsible for:

- Developing consensus and making decisions around the principles, concepts, and strategies that will support the provincial sport performance system.
- Providing support to develop and retain high-level competitive athletes, coaching expertise and officials.
- Raising the profile of competitive orienteering in Alberta.
- To provide a fun, inclusive, team environment (by designing, developing and delivering programs) for provincial orienteers of all ages who enter the competitive system and desire to improve their sport performance.
- Ensuring that programming is in line with Orienteering Canada's Long Term Athlete Development model.
- Liaising with other Committees and Organizations as required and approved by the AOA Board.
- Encouraging long-term involvement in the sport.
- Maintaining a roster of qualified coaches who are willing to provide coaching support to junior athletes at training camps and orienteering competitions. Where individual clubs

already have coaches assigned to athletes, the committee will simply keep a record of who is coached by whom and at what events.

- Coaching of HPP athletes is outside the scope of this committee. Regular club training programs (SOGO, KRW) are outside the scope of this committee. However, the member of HPP and other junior programs are welcome to join AB team and incorporate this experience into their training schedule).

The committee works under the AOA Board direction and shall bring all decisions to the Board for final approval.

**Committee members term**

- General term is three years
- Consecutive terms are allowed if no new representatives expressed intention to join the committee.
- Additional up to 3 more committee members can be invited if it seems necessary to help the committee operation.