

Calgary Rowing Club Policy Manual

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1 Code of Conduct Policy

1.1 Purpose of Policy and Definitions

The purpose of this policy is to provide guidelines and set a standard of expected behaviors that builds the club's culture. The Code of Conduct applies to the Calgary Rowing Club's (CRC) members as well as "Affiliates" (coaches, officials, volunteers, staff, and parents of junior members). When the term "Representatives" is used in this document it refers to members and Affiliates. When the term "Executive" is used in this document it refers to the current President, Vice-President, Secretary and Treasurer. The "Club Manager" is the senior staff person employed by the CRC to operate the club's affairs as directed by the Executive and the Board of Directors ("Board").

1.2 Interpretation of this Policy

The CRC's Board shall have the authority to interpret any provision of this policy that is contradictory, ambiguous, or unclear.

1.3 Expected Behaviour

CRC members and Affiliates shall maintain high standards of moral and ethical conduct, which includes self-control and responsible behavior and consideration for the physical and emotional well-being of other members and Affiliates. Members and parents of junior members will be expected to sign the Athlete Code of Conduct, attached as Appendix A.

Members and affiliates must;

- Demonstrate through words and actions the spirit of sportsmanship, sports leadership and ethical conduct.
- Treat others with respect and refrain from negative remarks, swearing or abusive language.
- Act with due care for their own safety and that of others.
- Care for and respect the property and assets of the club as well as that of others.
- Refrain from the use of loud, profane, insulting, harassing or otherwise offensive language.
- If an act is committed which is considered an offence under the law including city by-laws associated with the Glenmore Reservoir, members or affiliates will be dealt with by the appropriate authorities.
- Settle all debts with the CRC.
- Be willing to help keep the club and all race sites clean, tidy and orderly, including hotel rooms at away events.

1.4 Drug and Alcohol Use

Members and Affiliates must comply with the terms of the CRC Waiver of Liability which states "The CRC prohibits the use of alcohol, cannabis or non-prescription drugs prior to and during the activities, as

defined in the Waiver and I agree that I will not participate in the Activities while under the influence of or after having used alcohol, cannabis or other non-prescription drugs.”

In addition, members and Affiliates must:

- Avoid and reject the non-medical use of drugs or the use of performance-enhancing drugs or methods, in accordance with the Canadian Centre for Ethics in Sport and the World Anti- Doping Agency.
- Not bring personal alcoholic beverages to any CRC event unless previously cleared by the Club Manager.
- Not possess or use alcohol, tobacco, cannabis, or any illegal drug in any form during CRC-related events if under the age of 18 including when away at other locations, or at any social activities connected with the event.
- Not provide alcohol or cannabis to minors.
- Not be under the influence of alcohol or cannabis while performing official duties as a member or Affiliate.

1.5 Junior Member Behavior (Away Events)

In addition to the above, at away events, junior athletes are expected to abide by the following rules:

- Athletes will respect other hotel guests and hotel property. Noise levels must always be kept down.
- Athletes of the opposite sex are allowed into each other’s hotel rooms as long as their door is kept open for chaperones and/or coaches to visit.
- Athletes are not permitted to change room arrangements from original rooming lists when offsite unless allowed to do so by coaches or chaperones.
- Athletes will respect and follow the instructions of adults accompanying the team on trips, including adult CRC members, chaperones and bus drivers.
- No trash should be left in or around any of the places used by the rowing team, such as the bus or the hotel public areas.
- On out of town trips, athletes may not leave the team without permission of their coach.
- No one except coaches, chaperones or other registered rowers will be allowed in the hotel rooms or on the bus without prior approval from the head coach (ie. no guests).

1.6 Coaches

Coaches play an important role in sport and their actions have a significant influence on the people in their charge. Accordingly, in addition to the above Code, coaches must also:

- Program coaches have completed the RCA Learn to Row Coach, Coach or Performance Coach designations as appropriate for the program they are instructing.

- Consistently display high personal standards and project a favourable image of rowing and coaching.
- Develop their own coaching and rowing knowledge, as well as that of other members.
- Provide constructive criticism as needed for their athletes.
- Abstain from the use of tobacco products and vaping while in the presence of rowers.
- Promote responsible drinking and a drug-free sporting environment.
- Ensure that the rowing activity being undertaken is suitable for the age, experience, and ability level.
- Promote and ensure safety.
- Encourage all athletes to demonstrate their own adherence to the code of conduct.
- At no time become intimately and/or sexually involved with an athlete whom they are coaching/instructing.
- Abide by the rules contained within the CRC's governing documents, including this Policy Manual document, the Safety & Boat Handling Handbook and the Employee Handbook.

1.7 Role of Parents

Parents of junior members should be aware of the expected behavior outlined above. In addition, parents shall:

- Encourage their children to comply with the rules and respect the decisions of coaches and officials;
- Acknowledge that the CRC is a competitive rowing club and that the decision of who rows in which boat is made by coaches so that the team may be successful and achieve program and club goals, as well as those of individual members;
- Make an appointment with coaching staff if they wish to discuss their child's progress and performance;
- Be responsible for their child's whereabouts and transportation outside of practice times; and,
- Cooperate to ensure that no alcohol, drugs or cannabis is available to juniors at club sanctioned events.

1.8 Sanctions and Disciplinary Actions

- Any violation of the Code of Conduct shall be reported to the Club Manager, Executive, Board member or coach for action. Disciplinary action will be determined on a case by case basis.
- The Club Manager may refer cases of repeated violation of the Code of Conduct or the expected behaviors contained within this document to the Board for action.
- Any violation of the Code of Conduct may result in one or more of the following sanctions:
 - issuance of a written warning;
 - responsibility for paying for repair or replacement of lost or damaged equipment or property;
 - suspension from the club;
 - expulsion from the club;

- notification to Alberta Rowing Association and/or Rowing Canada Aviron; or,
- notification and referral of case to the police.
- Sanctions shall be assessed on a case-by-case basis.

2 Water Safety Policy

CRC is committed to building a strong safety culture to ensure the safety and security of the members, Affiliates, equipment, property, public and the protection of the environment. The Safety and Boat Handling Handbook is fundamental to building a strong safety culture. The Safety and Boat Handling Handbook provides details and expectations to address risk, safety and environmental impacts in our daily activities. CRC expects that all staff, members and coaches ensure the requirements of the Safety and Boat Handling Handbook are understood and adhered to. This Handbook is located on the CRC website.

Local States of Emergency, Pandemics or Catastrophic Events

Local states of emergency, pandemics or catastrophic events (Emergency Incidents) will be defined as any circumstances that cause it to be unsafe or not possible to practice, race or train in the sport of rowing as one would under normal circumstances using the Facilities. This includes but is not limited to floods, pandemics, and severe weather.

All members, coaches, staff (whether paid or unpaid) and volunteers of CRC or other designated user groups (such as UCRC) are expected to follow CRC, ARA, RCA and government agency (City, Province or Federal) directives, including new or updated safety procedures, at all times during Emergency Incidents. The CRC will strive to have plans in place and documented procedures to follow, which may be updated from time to time as conditions change, as soon as possible after Emergency Incidents are declared. Until such time as CRC documents and disseminates CRC specific directives and procedures, the most stringent directives and procedures of ARA, RCA or government agencies must be maintained. Once the CRC has issued updated procedures, safety or others, to address Emergency Incidents those procedures will take precedence over all other directives and procedures.

Please see Safety & Boat Handling Handbook for complete details on safety requirements and expectations

2.1 Water Safety Rules and Regulations Policy Purpose

The purpose of this policy is to clearly identify key elements in ensuring a safe rowing environment at the CRC. The most important objective of all CRC programs is to have individuals' row safely.

2.2 Building and Maintaining a strong Safety Culture

The CRC Board may appoint a Safety Advisor to assist with the development, review and enforcement of the policy.

2.2.1 Communication of policy

The Water Safety Rules and Regulations will be communicated through the following means:

- Club Website
- Personal Email Communication
- Athletes' meetings
- Post hard copy, located in the CRC office and boathouses

2.2.2 Regular Review

The water safety Rules and Regulations will be subject to a regular review by the Board.

2.2.3 Enforcement

- Enforcement may range from verbal warning to ban from CRC property, including loss of fees paid, requirement to perform reasonable duties to help compensate for any damage or injury caused and/or requirement to compensate for damage or injury.
- The Safety Rules and Regulations will be enforced by the CRC Board or their designate(s).

2.3 Launching and Docking Safely

Under normal conditions, all shells should be launched heading northeast. While launching, it is the responsibility of the crew members to watch for incoming boats from other clubs from all directions, and to move away quickly from the dock to ensure safety of all boats.

Under normal conditions, all boats should return to the dock approaching from the south side. In the case of sudden adverse weather conditions, crews can break from the traffic pattern and approach from the north side as needed to get to the dock safely.

Whether the buoys are installed or not, crews must row in the traffic pattern established by the Club Manger and Board.

On calm days, program coaches may allow rowers to row around the full reservoir or towards the sailing club. In both instances, the established traffic pattern must be adhered to. At all times, CRC rowers must watch out for members of other boating clubs as well as members of the public who may follow different rules.

2.4 Safety Boats

All safety boats and motors must be kept in good working condition. All motors must be equipped with a kill switch which must be attached to the operator unless circumstances require otherwise. Coach and safety boats must carry the following safety equipment as required by law: Bailer, whistle, 15 meter

buoyant heaving line, working flashlight and paddle. These items will be stored in a container with the lifejackets. Coaches or safety boat drivers should have a working cell phone in the boat.

2.5 Equipment and Premise Safety

2.5.1 Shell safety equipment

Shells must have a whistle in bow seat or attached to the bow rower. Each shell must have a bow ball of 4 cm diameter or greater, heel restraints, tightened bolts, proper rigging and vents closed. Members must never leave a piece of equipment in a state that could cause injury when next used (e.g. hole in the boat, loose riggers, missing foot ties, etc). Members must make it known to other people and either try to fix it or report it to the Club Manager/staff or program coach.

2.5.2 Boathouse and CRC Premises

Members must never knowingly leave any piece of equipment in a dangerous place or position or in a state that could cause injury when next used. Members must report damage to any part of the site or structure thereon that could be a hazard.

The gasoline shed or storage container should be vented or should have its door unlocked and opened at the beginning of a session at least 5 minutes prior to entering to discharge any fumes that may have accumulated.

Members should be aware of tripping hazards like shoes, clothes, water bottles and oars in the boathouse and on the docks. The boathouse must have a working telephone. Emergency Response telephone numbers must be posted adjacent to the telephone including club telephone number and boathouse address. Traffic pattern maps, safety policy, first aid kit(s) and blankets are to be in bay 3 and must be accessible.

2.6 Personal Flotation Devices (PFDs)

All users of the Glenmore Reservoir must wear PFDs at all times when on the water according to a City of Calgary bylaw. This applies to all rowers, coxswains, and safety boat operators.

2.7 Responsibilities of those using the CRC

2.7.1 Rowers and Coxswains

All rowers and coxswains must be registered with Rowing Canada (RCA). They must be familiar with the local traffic pattern and boat operations. Rowers and coxswains are responsible for staying near their accompanying coach/safety boat during coached practices if directed. They must have reviewed/seen the RCA safety video. Rowers and coxswains must be capable of meeting the swimming requirements contained within the CRC Waiver.

In addition, athletes must:

- Act in a manner that will not compromise the safety of themselves, CRC members, other water users or the general public.
- Assess risks and base their decisions on such assessments.
- Abide by the CRC's Safety and Boat Handling Handbook.
- Be proactive in warning others of impending danger including collisions. Such steps may include: yelling, blowing a whistle or changing course.
- Remain calm in the event of trouble.
- Inform Coaches, Club Manager and other crew/CRC members of any medical condition that may present a risk to themselves and/or their crew. In the case of juniors, parents have a duty to advise the coach/ Club Manager.
- Sign out and in each time when going out on the water in the BOAT-USE LOG COMPUTER or LOG BOOK between the Club bays 2 and 3. It is the responsibility of the bow seat crew member or the coxswain to sign in and out of the boat use log computer or logbook. This is critical for knowing the whereabouts of all athletes. This applies whenever a CRC or private boat is in use on the reservoir.
- Junior rowers shall never row outside of coached program times.

2.7.2 Coaches

Coaches are responsible for boats in their charge. Coaches must:

- Be registered with RCA.
- Possess a valid Pleasure Craft Operator Card.
- Have viewed the RCA Safety video.
- Remain calm and demonstrate leadership in the event of trouble.
- Have the capability and knowhow to get a rower out of the water and safely into the coach/safety boat.
- Help enforce compliance of the traffic pattern.
- Be aware of the forecast weather and evaluate the environmental conditions before deciding whether it is safe for rowers to go out on the water, considering the rowers' capabilities.

2.7.3 Safety Boat Operators (Coaches and non-coaches)

Safety Boat Operators must:

- Possess a valid Pleasure Craft Operator Card.
- Be aware of how and have the capability to get a rower out of the water and safely into the coach/safety boat.
- Help enforce compliance of the traffic patterns.
- The CRC Safety Advisor must advise all safety boat operators as to the CRC's Safety & Boat Handling Handbook.

2.8 Sunset/Sunrise

Rowing or boating is not permitted on the Glenmore Reservoir before sunrise or after sunset per City of Calgary bylaws. The CRC strictly enforces this bylaw.

2.9 Rescue Procedures

The CRC Safety & Boat Handling Handbook specifies the procedures to be followed in the event of an accident or boat flip.

2.10 Adverse Weather Conditions

Coaches and rowers are responsible for determining when weather conditions are suitable for rowing. When rowing during a coached time the coach shall have the authority to determine if conditions are suitable for the experience level of any rowers going out. This means that even if a member is not part of the coached group the member shall respect the decisions of the coach. It is ultimately the member's responsibility to row within their ability.

Conditions that are not suitable for rowing include adverse air quality, extreme temperatures, high winds, whitecap waves, fog, heavy rains, and lightning/thunderstorms. In the case of thunderstorms, rowers must not go out if they see lightning, hear thunder or if Environment Canada has a Severe Thunderstorm Warning in the area. In this case, rowers must wait 30 minutes until the weather has cleared before going out on the water. Should adverse weather conditions appear while boats are on the water, crews must return to the boathouse or seek shelter on the nearest shoreline until the weather has cleared. If in doubt, rowers should not go out on the water and must always follow the requirements of the Safety and Boat Handling Handbook.

2.11 Cold Water Rules

Cold Water Rules typically apply for the months of May and October of each year, which generally coincides with the period when water temperatures in the Glenmore Reservoir can be extremely cold. If conditions warrant, the Safety Advisor/CRC Board may alter these dates. The CRC maintains these rules over all club boats and those with privately owned shells are strongly recommended to also follow these rules. The following rules apply:

- No crew will be allowed on the water unless a safety boat operator is present and has agreed to supervise the crew prior to launch. Therefore, unless special arrangements are made for a coach boat to be on the water during off-program times, rowing only occurs during scheduled rowing program time.
- All boats are to use the buddy system of having at least one other shell to row near to at all times in case something happens.
- Novice rowers are not allowed on the water without a coach's direct permission and supervision.
- If there is ice on the water, rowing is not permitted. This rule may apply outside of May and October.

- Athletes are advised to dress in layers to help them adjust to the work outs and weather conditions.
- The requirements of the Safety and Boat Handling Handbook must be adhered to.
- It is the coach's discretion whether they allow additional boats to join them during training. Coach/safety boats must leave the docks and return to the docks with the shells under their supervision.

2.12 First Aid

There are several first-aid boxes located:

- In the boathouse office (by the private bay 1)
- In each coach boat
- Under the Boat Log Book/Computer between Bay 2/3
- In the Club Managers' office

The Glenmore Reservoir boat patrol has an AED (defibrillator) on the outside wall between boat bay 2 and 3 during the rowing season. There is a phone with direct line to the boat patrol outside of boat bay 3 that should be used in case of any emergency, along with a call to 911. All coaches and some staff are first aid qualified and should be engaged to give first aid treatment. There is also a CRC AED located outside the entrance to the rowing tank. Additional details are contained within the Safety and Boat Handling Handbook.

3 Boat Policies

3.1 Level 1 Boat Use Policy

3.1.1 Level 1 Boat Use Policy Purpose

The purpose of the Level 1 boat policy is to maintain a high-functioning group of boats for high-level competitive rowing events. By reducing the use of these boats and ensuring that they are only used during coached practices and by experienced rowers, these boats are less likely to be damaged and can maintain racing form over a longer period. This type of policy is common at many clubs.

3.1.2 3.1.2 Criteria for use

All of the below criteria must be met before a member may row a Level 1 shell:

- Members rowing Level 1 shells should be training for major regattas during the current year. Major regattas may be defined as Royal Canadian Henley, National Rowing Championships, University Championships, Canadian Masters Championship or equivalent events identified by coaching staff and members of the Board of Directors from time to time;

- Members rowing Level 1 shells must be boated specifically by their coach;
- Members rowing Level 1 shells must be highly experienced with a minimum of 2 years of consistent competitive rowing or by their program coach's discretion for other highly experienced rowers not competing at the time;
- The use of these shells shall be restricted to established coached program times only and used only once all other boat options have been exhausted;
- The use of Level 1 shells:
 - will be restricted in the first month on the water in any year;
 - will be restricted when there is heavy debris on the water; and,
 - use of Level 1 boats will be minimized until two (2) weeks prior to a regatta.
- Permission to use a Level 1 shell must be granted by the coach on duty during the program time.

3.1.3 3.1.3 Shell Identification and Storage

- All Level 1 shells shall be identified by signage, or a sticker that is unique in color and highly visible
- The rack that every Level 1 shell is assigned to will be identified by boat name and sign or sticker that is unique in color and highly visible.

3.1.4 3.1.4 Level 1 Boat Inventory

- The level 1 boat inventory will be updated and posted annually.

3.2 Private Boat Storage Policy

3.2.1 Private Boat Storage Policy Purpose

The purpose of this Private Boat Storage Policy is to set forth the terms and conditions under which the CRC will allow club members the privilege of storing their private boat on the CRC's premises. Since there is a limited amount of space available for private boats, the CRC will attempt to allocate the storage area in a manner that is fair and reasonable to those concerned members. Private members are required to sign the Private Boat Storage Agreement if they wish to store their boat at the CRC.

3.2.2 Guidelines for Private Boat Storage

The following guidelines will serve as a reference in allocating boat storage space:

- To be eligible for a storage space, the person must be an "Ordinary (i.e. Annual)" or "Life" member in good standing of the CRC.
- The fee for storage shall be determined from time to time by the Board.
- The fee will cover the membership fiscal year of May 1 to April 30.
- The responsibility for insurance of individual boats and oars shall be that of the owner of the boat.
- The CRC will not be liable for any damage occurring to boats while in storage.

- After all available storage space has been taken; a waiting list of names of persons interested in storage will be established based on the date of application in chronological order. Space will be made available to members based on their position on the list. No person, be it Board member, Executive member, Life member, or any other member in special or privileged standing within the club shall be offered storage space ahead of other members on this list.
- Storage space for private boats may be cancelled, restricted or suspended from time to time in order that sufficient space will be available for CRC use. The CRC will recover such storage space on a “last in, first out” basis. Any refunds will be prorated. The affected member(s) will then be placed in a priority position on the waiting list.
- The non-payment of membership fees and/or private boat storage fees by May 1 will result in a thirty (30) day grace period. After this grace period has elapsed, the member will be asked to remove their boat within 48 hours. Failure to do so will allow the CRC to remove the boat from the boat shelf and/or the premises.
- Any members wishing to exchange boat storage spaces amongst themselves must notify and have Club Manager’s approval.
- Failure by a boat owner to complete and submit the Private Boat Storage Agreement to the CRC will result in the forfeiture of any entitlement to store a boat on CRC property.

3.2.3 Private Boat Minimum Use Policy

- Only usage of the private boat counts towards the minimum requirement of 20 sessions per season (with each session to occur on a different day). No usage of CRC boats counts towards the minimum 20 sessions per season requirement.
- Private single owners will sign in and sign out as required by current club procedure.
- Use of a private boat by a CRC member who is not the owner of the boat is acceptable in meeting the minimum requirement of 20 sessions of use (each on a different day) within a given season. Use of the boat by a non-member is allowed, but does not count towards the minimum 20 sessions/season requirement.
- Logs will be filed on a regular basis in a safe place by CRC staff.
- The CRC Board will review the private boat usage data every year, including information about how many private boat spaces are vacant and information about how many current and prospective members are seeking private boat storage.
- If, in the opinion of the Board, demand for new private boat storage exceeds the supply available, boat storage will be cancelled for some or all the boats that have been used on fewer than 20 different days in the season that has just ended. Owners of these boats will have until April 15 of the following year to remove their boats.
- If the Board decides to cancel storage for some but not all boats that have not been used enough, boats used least often will have their storage cancelled.
- If a member is asked to remove his or her boat under this policy, he or she may appeal the decision in writing to the Board. If the owner is convinced that the lack of use of the boat is for a valid reason and that it is highly likely that the boat will be used an acceptable number of times the next season, the Board may allow the owner to keep his or her boat at the CRC for another

year. (Example: Due to injury or illness, a member might have been unable to row for several months during the season. If there is a good chance that the member can get back to reasonably frequent rowing during the following season, the Board may grant the appeal.)

4 Conflict of Interest Policy

4.1 Purpose of this policy

The CRC strives to reduce instances of conflict of interest by requiring Representatives to be aware, prudent, and forthcoming about the potential conflicts and to address them appropriately. This policy describes how Representatives must conduct themselves in all matters relating to actual or potential conflict of interest.

4.2 Obligations

CRC Representatives must not:

- Engage in any business or transaction, or have a financial or other personal interest, that is incompatible with their official duties with CRC, unless such business, transaction, or other interest is properly disclosed to and approved by the CRC Board.
- In the performance of their official duties, give preferential treatment to family members, friends, colleagues, or organizations in which their family members, friends, or colleagues have an interest, financial or otherwise.
- Derive personal benefit from information that they have acquired during fulfilling their official duties with CRC if such information is confidential or not generally available to the public
- Without the permission of CRC, use CRC property, equipment, supplies or services for activities not associated with the performance of their official duties with CRC.
- Accept any gift or favour that could be construed as being given in anticipation of, or in recognition for, any special consideration granted by being a CRC representative.

CRC Representatives should disclose any actual or potential conflicts of interest and decisions relating to such conflicts shall be considered and decided as follows:

- The CRC Representative shall disclose the actual or potential conflict of interest to the CRC Board.
- The Representative shall not participate in discussion on the matter.
- The Representative shall abstain from voting on the decision.
- The Representative shall not count toward quorum of the remaining CRC Board in the event the Representative is a Board member.

For actual or potential conflicts of interest involving staff, the CRC Executive will determine what action is required on the part of the staff member to protect the interests of the CRC. CRC will not restrict staff from accepting other employment contracts or volunteer appointments provided these activities do not

diminish their ability to perform the work described in the employment agreement with CRC and provided the staff member agrees to the requirements, if any, of the CRC Executive to protect the interests of the CRC.

4.3 Conflict of Interest Complaints

Any person who believes that a CRC Representative may be in an actual or potential conflict of interest or that a Representative has made a decision that was influenced by an actual or potential conflict of interest should report the matter, in writing, to a member of the CRC Executive. Unless the complaint involves one or more members of the CRC Executive, the Executive will be responsible for handling the complaint. If the complaint involves one or more members of the Executive, the complaint shall be handled by the CRC Board. The following actions may be applied singly or in combination in order to protect the interests of the CRC:

- Removal or temporary suspension of certain responsibilities or decision-making authority.
- Removal or temporary suspension from a designated position.
- Removal or temporary suspension from certain CRC teams, events and/or activities.
- Expulsion from the CRC.

Prior to taking any action the Executive will brief the Board on its findings.

The CRC Executive or the CRC Board, as the case may be, may determine that an alleged actual or potential conflict of interest is of such seriousness as to warrant suspension of designated activities pending its decision reading the complaint and such suspension shall take place immediately.

5 Harassment and Abuse Policy

5.1 Purpose of this Policy

The purpose of this policy is to provide direction to prevent discrimination and harassment of any type. Any unlawful act of discrimination or harassment that is in violation of the Human Rights Act (“The Act”) will not be tolerated. Through enforcement of this policy and by education of members and Affiliates we will seek to prevent, correct and discipline behavior that violates The Act. Prohibited conduct under this policy includes Discrimination, Harassment and Sexual Harassment as outlined and defined in sections 5.2, 5.3 and 5.4 respectively.

The CRC considers discrimination and harassment to be unacceptable behavior and shall take appropriate disciplinary measures up to and including revocation of membership or termination of employment against any member or staff who subjects any other individual to such action.

5.2 Discrimination

Discrimination is any attempt to harass an individual in matters related to employment, membership or participation in rowing at the club, including but not limited to opportunities, benefits or privileges,

working conditions, team and crew selection and evaluation standards on any of the following prohibited grounds: ancestry or place of origin, race, color, religious beliefs, physical disability, mental disability, gender, age, sexual preference, marital status, family status, and any other unlawful criteria.

5.3 Harassment

Harassment includes discriminatory or sexual harassment as prohibited by law, and means unsolicited or unwelcome conduct, comment, gesture, or contact which causes offence or humiliation to any individual or which engenders fear or mistrust or which compromises an individual's dignity or sense of self-worth.

5.3.1 Sexual Harassment

Sexual Harassment is any sexual behavior, which is unwelcome, personally offensive, undermines morale, and therefore interferes with participation or work effectiveness. It includes repeated offensive sexual flirtations, unwelcome advances, propositions, continued or repeated verbal abuse of a sexual nature, and graphic or degrading verbal comments of a sexual nature about an individual or their appearance. The display of sexually suggestive written or graphic material or objects including calendars, photos or the use of degrading verbal comments creates an offensive atmosphere and is a form of sexual harassment.

In addition, no one should imply or threaten that an applicant or employee's "co-operation" of a sexual nature (or refusal thereof) will have any effect on the individual's employment or condition of employment, assignment, compensation, advancement, or career development within the CRC. This includes offering work related rewards. Similarly, no one should imply or threaten that a member or participant's "co-operation" of a sexual nature (or refusal thereof) will influence the individual's standing within the CRC or club program, inclusion or exclusion from boats or regattas, or will influence evaluations or standings in club programs of any sort.

5.4 Investigations

The club will investigate all reported incidents of discrimination and harassment. Disciplinary action may be taken against the offending party as well as any staff, Executive or Board member of the club who becomes aware of, but does not act on, a potential violation of this policy.

Any staff or member electing to utilize the complaint resolution procedure will be treated courteously. The problem will be handled swiftly and as confidentially as possible considering the need to take appropriate corrective action. Registering a complaint will in no way be used against the staff or member, nor will it have an adverse impact on their employment status or membership.

While reporting such incidents could be a difficult personal experience, allowing discriminatory or harassment activities to continue will most certainly lead to less desirable outcomes. For that reason, staff and members are strongly urged to utilize this procedure. However, filing groundless and malicious complaints is an abuse of this policy and is prohibited.

Because discrimination and harassment are serious offenses, the CRC may elect to have the allegation investigated by an external third party to ensure the investigation is unbiased and in the event that the issue may progress to legal action.

5.5 Complaint Reporting Procedure

The following procedure is the suggested course of action in the event a member or staff of the club feels they have been the victim of harassment or discrimination as outlined in this policy.

5.5.1 Individual Action

Recognizing that it is in the best interests of all parties to resolve human rights conflicts, a person who believes that they are being harassed or discriminated against should, when possible as the initial step towards its resolution, discuss the complaint with the person whose action gave rise to the complaint.

5.5.2 Informal Action

If approaching the person causing the problem is not possible, or if after talking to this person the offensive behavior continues, the person with the problem should contact their coach, the Club Manager, or a Board member of their choice. The club Executive will be informed and designate roles and responsibilities including a key point of contact for the complainant. This complainant will be informed of the following information regarding the policy and procedure including:

- The emphasis of the resolution process on working with the individuals in conflict to resolve these issues in an informal manner.
- The right to file a formal written complaint.
- If the complainant believes that his or her safety is at risk or threatened by the respondent, that this should be noted, and the police should be contacted.
- The right to have a personal adviser or representative.
- The right to withdraw from any further action at any point.
- The right to use other avenues of recourse.
- That there are time limits which apply to this process as well as others.
- The options available to address a complaint, including alternative dispute resolution.
- The penalties and redress that is available under this policy, including the possibility of penalties against a complainant if the complaint is found to be trivial, without merit, frivolous, vexatious or made in bad faith.
- The confidentiality of the process.

The complainant will be asked to provide the point of contact with the following information:

- The name and location of the respondent.
- The nature of the complaint.
- The time and date of the complaint.
- The names of any witnesses to the event(s) of the complaint.

- The section of the policy that the complainant feels has been contravened by the respondent.

The point of contact, along with the club Executive, will provide advice to the complainant and help determine next steps.

5.5.3 Further Action

If a suitable resolution cannot be reached through the procedures outlined in above sections 5.51 and 5.52 the dispute resolution process outlined in section 6 should be followed to arrive at an appropriate decision and action by the Board.

5.6 Criminal Offenses

Notwithstanding the procedures set out in this policy, any member the Calgary Rowing Club, or any individual engaged in activities with or employed by the Calgary Rowing Club who is convicted of a criminal offense may face automatic suspension from employment by the Club and from participating in any activities of the Club for a period of time corresponding to the length of the criminal sentence imposed by the Court and may face further disciplinary action by the Calgary Rowing Club.

6 Dispute Resolution and Appeal Procedure

6.1.1 Purpose of this procedure

This outline sets forth the dispute resolution and appeal procedure applicable to complaints or issues arising from the activities of the CRC, its members and Affiliates:

6.1.2 Mediation

The Executive, on receiving a complaint, will appoint a Board member of the CRC as the mediator in agreement with the complainant. The mediator should advise the terms of the procedure; for example, who may attend and the conduct of the meeting. A mediation meeting shall be conducted, in which all parties will attempt to negotiate a resolution to the complaint. The outcome of the mediation stage is not binding but may be referred to in any subsequent hearing or appeal as may any failure or refusal to participate in such proceedings.

6.1.3 Hearing

If the complainant is not satisfied with the outcome of the mediation, they must set out their complaint in writing with a request for a hearing and send it to the CRC Secretary within a reasonable time. This may vary depending on the issue at hand but should not, where possible, exceed three months. A Review Hearing sub-committee shall be appointed and will consist of three Board members of the club. All sub-committee members must be independent of the complaint. The complainant should signify their agreement to the constituted panel. The sub-committee must give a fair and independent hearing to both sides of the complaint within an appropriate and agreed upon timeline. The complainant has the

right to be accompanied. All discussions during the hearing should be recorded. If either party chooses not to attend the hearing, the panel, if properly constituted, has the right to proceed with the hearing based on written submissions. The result, and sufficient reasons to explain the result of the hearing, must be communicated to both parties within thirty (30) days. If the outcome of the hearing is unacceptable to either party, they have the right to appeal.

6.1.4 Appeal

If either party wishes to appeal against the outcome of the complaint hearing they should set out the grounds on which they wish to appeal in writing. This letter should be sent to the Board within 14 days of the outcome of the initial hearing being known. An appeal should be granted by the Board where there is a “strong arguable case” that either:

- Relevant information was ignored or not considered by the original panel.
- The review hearing was tainted by unreasonable bias or conflict of interests.
- The provisions of this policy were not substantially adhered to.
- The review hearing sub-committee exceeded its jurisdiction.
- The findings of the review hearing sub-committee were irrational.

The CRC Executive will decide whether an appeal is granted. If the appeal is granted, they will appoint an appeal panel of three individuals who were not members of the review hearing sub-committee to consider the appeal, none of whom have had prior involvement in the matter and include at least one individual who is independent of the Board. The outcome of the appeal will be final.

7 Additional Rules and Procedures

- Waiver(s)
- Code of Conduct
- Safety & Boat Handling Handbook
- ARA Concussion policy
- ARA screening Policy
- Junior Parents Guidelines
- RCA Safe Sport Policy (once adopted)
- Private Boat Storage Policy