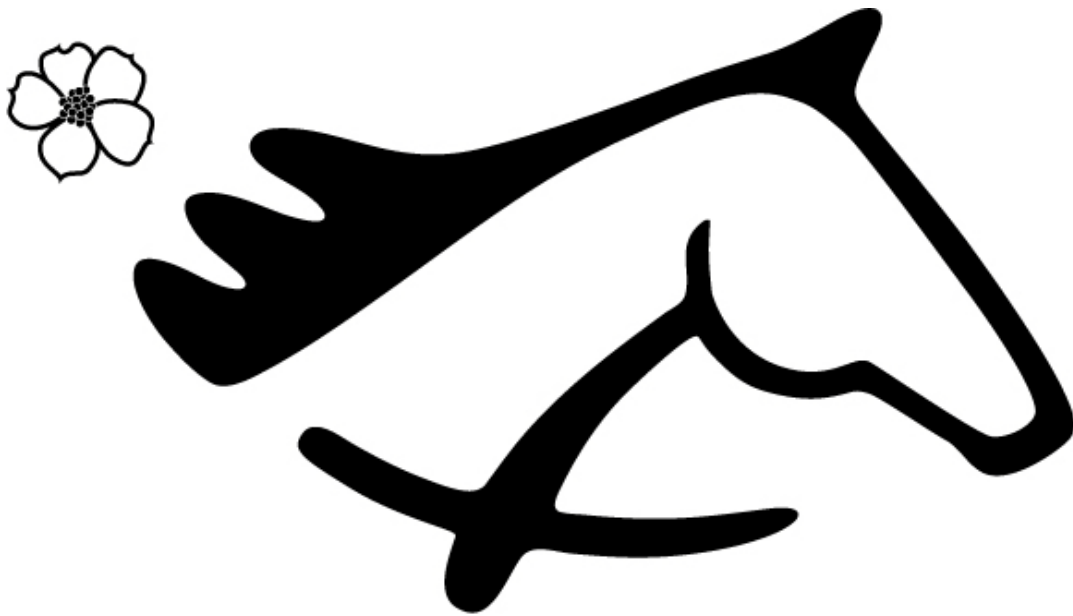


**BOARD MEMBER
POLICIES AND PROCEDURES MANUAL**



**HORSE COUNCIL
BRITISH COLUMBIA**

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ACRONYMS

HCBC	Horse Council BC
BOD	Board of Directors
FIPPA	Freedom of Information and Protection of Privacy Act
PIPA	Personal Information Protection Act
OIPC	Office of the Information and Privacy Commissioner
AGM	Annual General Meeting
VP	Vice President
FEI	Federation Equestrian International
EC	Equine Canada
PR	Public relations
EFP	Environmental Farm Plan
AAP	Athlete’s Assistance Program
BCAC	British Columbia Agricultural Council
NCCP	National Coaching Certification Program
CEF	Canadian Equestrian Federation
PGX	Prince George Agriplex
BC	British Columbia

HORSE COUNCIL B.C.
BOARD MEMBERS POLICIES AND PROCEDURES MANUAL

Section 1

MISSION STATEMENT

Mission Statement Horse Council BC

MISSION STATEMENT

Horse Council BC

MISSION

Horse Council BC is a member service organization, committed to working together on behalf of the equine interests of our members. Representing horse enthusiasts in BC we collaborate with individuals, businesses, industry professionals and government to strengthen communication, education and safety. We strive to preserve and enhance equestrian use of public lands, and to promote and foster participation in all varieties of equine activity.

Supporting Values...

In pursuit of our mission, Board members and Staff will:

- Strive to create and sustain an environment that encourages all individuals and organizations to reach their fullest potential in an ethical and productive manner.
- Accept responsibility for our individual decisions and acts, and strive to achieve the highest levels of service, performance and social responsibility.
- Be sensitive and responsive to the diverse interests of our membership.
- Promote education and safety in the care, handling and enjoyment of all equines and all types of equine activities.
- Strive to ensure the health and well-being of all members of the equine family.
- Measure our effectiveness in contributing to or achieving exceptional organizational governance and accomplishment.



HORSE COUNCIL B.C
BOARD MEMBERS POLICIES AND PROCEDURES MANUAL

Section 2

ORGANIZATIONAL STRUCTURE
Rules & Responsibilities

“Now what do I do?”
The Board’s Role
Board Member Job Descriptions
Organizational Chart

“Now What Do I Do?”

Welcome to the Horse Council BC Board of Directors!

You have been elected or appointed to the Board of Directors. This Handbook is designed to help you understand what your role and responsibilities are, how Horse Council is structured, and what the lines of communication are. Board Development is an ongoing process, and this handbook is a living document, so if you have any questions, suggestions or input for the Board or the Handbook, please let the President or Executive committee know.

The Board's Role

The Board of Directors is the group that decides on the route the association takes in its development. The following three crucial points illustrate the board's role as a guiding body vs. an operational body (that is your Executive Director's job). The Board's main roles are to:

1. Plan, something like travelers consulting a map.
2. Decide from options, and wise decisions can only be made when all the options and information are clearly known, and
3. Monitor through regular reviewing of the association's plan, including approving budgets and setting policies.

In accomplishing the important role board members play, there are ten significant responsibilities:

1. The Board is responsible for long-range planning, not day to day affairs.
2. The Board is responsible for seeing that the organization has enough revenue to carry out its plans.
3. The Board will give the Executive Director a clear idea of what it wants the Executive Director to accomplish, and then let the Executive Director make all the day to day arrangements of the organization.
4. The Board hires and manages only one employee – the Executive Director (the Executive Director hires and manages the staff).
5. The Board will channel complaints about staff to the Executive Director, who will handle them (staff need just one boss). Conversely, the board should expect staff to take their problems through the chain of command – and not directly to board members.
6. The Board will not allow individual board members to use their position for personal gain.
7. The Board will let the Executive Director, in concert with the finance committee, evaluate purchases and decide what to buy – as long as the money has been budgeted.
8. The Board will avoid jumping in to solve management problems – even in crisis situations.
9. The Board understands its role is monitoring and evaluation, not hands on implementation.
10. The Board performs a self evaluation at least once a year to improve its performance
11. The Board elects the Executive Committee who is responsible for overseeing **month to month** conduct of HCBC

Board Member Job Description **(Or, what am I supposed to do, now?)**

Board members are responsible for the governance of the organization, for recognizing the responsibility of protecting the long-range future of the organization and seeing to it that it fulfils its obligations to its constituencies, however defined.

1. As a board member, you must make sure you meet the needs of the people you serve – the members of the organization; these are either Zone members, or Affiliate organization members.
2. Board members, acting as a group, set policies and goals for the association to implement and achieve, with the Executive Director's assistance.
3. Board members must ensure their organization has adequate finances and that money is reasonably spent. In fact, fund raising is one of the most important board/volunteer assignments.
4. Board members must play an active role in supporting the organization and Executive Director.
5. A Committee of the board selects and evaluates a chief staff officer (Executive Director) who in turn becomes the association's "manager".
6. Individual board members support the Executive Director with their consulting skills – when asked. They see to it that the organization is well managed, rather than managing it themselves.
7. Board members, acting as a team, make a written plan that outlines the long-term future of the organization (2 to 10 years). Please see **Section - 4** the HCBC Strategic Plan.
8. Individual board members will attend board meetings and actively participate, including service on committees and as officers.
9. Individual board members will take responsibility for seeing that the future is protected by having successors in training.
10. The Board elects the Executive Committee, who suggests task lists for Zone and Affiliate Directors. These can be found in **Appendix A**

Specific Job Descriptions for Executive Committee members can be found in **Appendix A** along with descriptions for the Zones and Affiliates.

ORGANIZATIONAL STRUCTURE

Executive Committee

Who's on it? Usually the officers and the Executive Director (Ex officio). Horse Council has a President, Vice Presidents, Treasurer and Secretary.

What do they do? Whatever the full board delegates to them. The board elects their executive committee and charges them with the responsibility to act on their behalf of board in the **month to month** conduct of the association's business.

How much power does the executive committee have? Whatever the full board gives them. Their authority is derived from the full board and is accountable to the full board.

What does the board do if the executive committee takes care of everything? When the board meetings are free of routine business, there is more time to deal with major issues such as long-range planning, policies and funding.

Any cautions? The board is liable for all actions taken by **its committees**; therefore a board must always know what its committees are doing.

Reporting Relationships

Staff report to and are directed by the ED. Any direction to staff, from any Board member, must go through the ED.

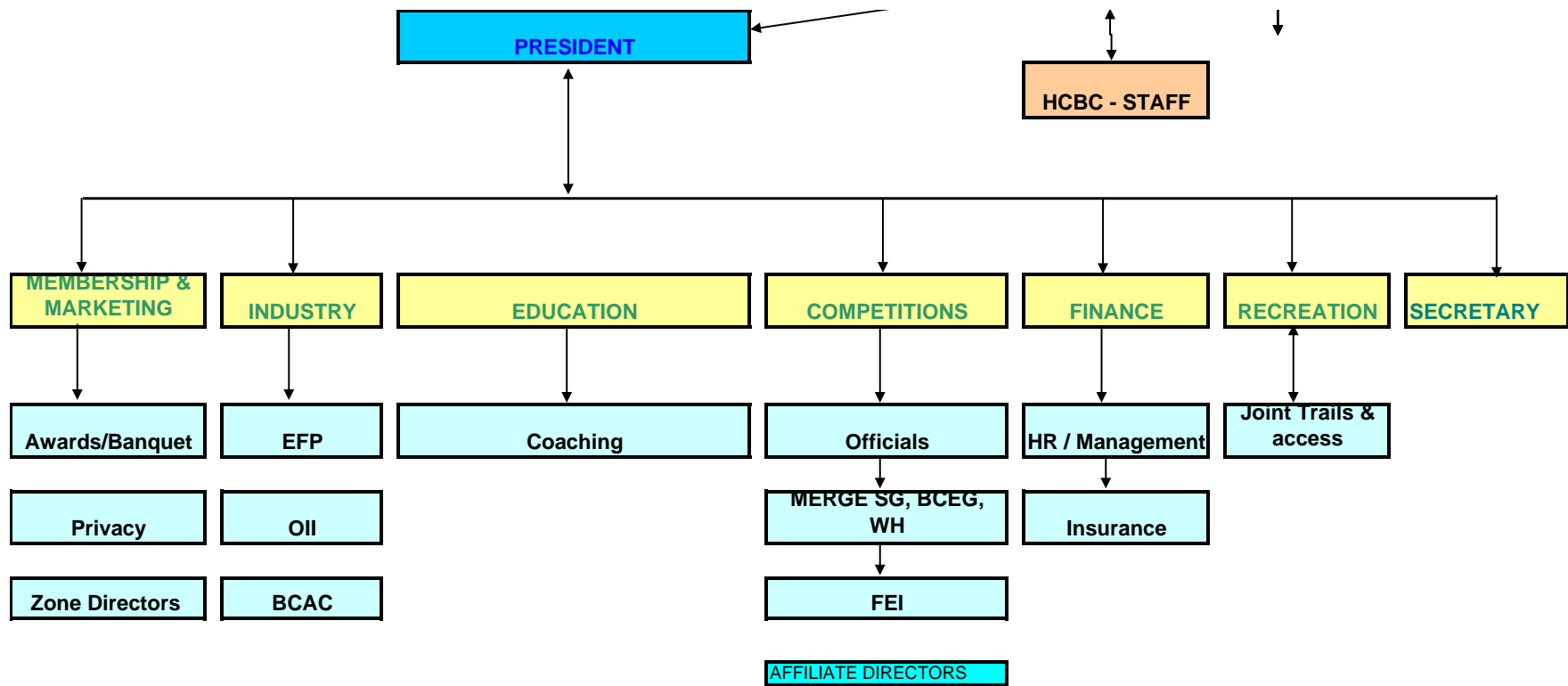
Vice Presidents report to the President and together with the Secretary, Treasurer and President form the Executive committee which reports to the Board.

The ED reports to the President. The President is accountable to the Executive and Board for their decisions.

The Vice Presidents or other volunteers and relevant staff will often work directly together on projects, which the ED is ultimately responsible for ensuring completion of. These working committees operate within current HCBC policy, and any policy changes recommended by the committees are brought to the Board for final decision.

Working committees **may be** chaired by Vice Presidents or staff, **and may** be directed by the ED

*The organizational chart delineating these relationships can be found on the following page.



HORSE COUNCIL B.C.
BOARD MEMBER POLICIES AND PROCEDURES MANUAL

Section 3
POLICY DEVELOPMENT &
POLICY STATEMENTS

Policy Development
Preamble – Code of Conduct
Horse Council BC Policy Statement
Expense Reimbursement Policy
Harassment Policy
Coaches & Officials Discipline Policy
FOIPP

Policy Development

The Board holds the ultimate responsibility for board policy, but there is a need for Executive Director and staff input to develop these policies. Staff should be encouraged to offer suggestions and help influence policy according to what they perceive to be the organization's needs.

The process for policy development has four steps:

1. The Board/staff formulate new policy.
2. The Board approves final policy.
3. The staff implements new policy.
4. The Board/staff evaluate outcome of new policy.

On an annual basis, the board should review the goals the organization has set as well as performing an annual review of the long range plan the organization has formulated in order to achieve those goals. The planning process is a dynamic one, changing in response to changing demands as they are made upon the association.

It is important to stress that the planning process must involve feedback from the members of the association – after all, THEY are the reasons that the association exists.

Horse Council BC

Code of Conduct

Approved – November 17, 2007 Board of Director's meeting

Preamble

We believe:

That it is the right and responsibility of Horse Council BC to set standards in matters of ethics, sportsmanship and the welfare of the equine and in all matters under its jurisdiction.

That it is desirable to define ethical practices, to delineate unethical practices, to encourage good sportsmanship, fair play and high ethical behavior and to warn, censure, or bring to public attention and discipline those who commit acts detrimental to the best interests of the organization.

That Board members should observe the spirit as well as the letter of this Code of Conduct.

That serving on the Board is a privilege, not a right and that such a position may be suspended, terminated or rejected following appropriate procedures. In particular, Board members who miss 3 consecutive meetings without cause, or who are inactive in promoting Horse Council between Board meetings may be asked to resign by majority vote of the Board.

Board members are expected to:

- Be trustworthy, exhibit honesty, loyalty and discretion in all equestrian related activities.
- Issue public statements only in an objective and truthful manner.
- Keep confidential information confidential
- Uphold issues of safety and fairness in all aspects of equestrian sport.
- Conduct themselves in a manner which reflects the values and ethics of Horse Council BC.
- Represent their skills and abilities fairly and accurately
- Never engage in any form of harassment, discrimination, inequitable or disrespectful treatment of any individual
- Develop and advocate policies and procedures that foster fair, consistent and equitable treatment for all
- Adhere to HCBC confidentiality and conflict of interest policy and guidelines.

- Be responsible for the commitments they make to and on behalf of Horse Council BC
Communicate promptly when they are unable to follow through on their commitments

Conflict of Interest Policy

A conflict of interest occurs when a Board Member derives or appears to derive a personal benefit or financial gain as a result of, or in connection with, their role as a Member of the Board. A personal gain has occurred if the benefit falls to the Member or someone in the Member's immediate family.

Voting Board Members must endeavor to keep all personal employment activities separate and distinct from Board responsibilities in order to prevent the appearance of a conflict of interest. In addition, no one may be a voting member of the Board and a paid member of the staff of HCBC at the same time.

As soon as a Member identifies a potential conflict of interest s/he will disclose it to the Executive Committee of the Board where the status will be determined by unanimous vote. If the Executive Committee vote is not unanimous, the full Board must make the determination.

If a conflict of interest exists then, during any consideration of the matter by the Board, the Member must:

1. Abstain from participation in discussion or voting on the matter;
 2. Refrain from influencing the voting in any way, either before or during the meeting; and
- The minutes of the Board will record the existence of a conflict of interest and the actions taken in respect of above-noted points 1 and 2.

The Board may request the resignation of any Member who fails to disclose a conflict of interest.

Confidentiality policy

Whereas Horse Council of BC is responsible for protecting the confidentiality of certain information and whereas, from time to time Board members may be privileged to hear or read confidential information.

Be it resolved that all such information is to be treated with the utmost discretion, and is not to be discussed outside of the Board. A board member who fails to uphold this policy may be asked to resign.

Privacy Policy – Approved November 17, 2007, Board of Director's meeting

Whereas Horse Council BC is legally and ethically required to protect our member's privacy and personal information; be it resolved that Horse Council BC will not share any member's personal information with any 3rd Party without their explicit permission for each such occurrence. Be it further resolved that Horse Council BC will make best efforts to secure all such information in such a way that no unauthorized individual shall obtain access to it.

* Please refer to the HCBC FOIPPA policy for further information.

Image Policy

Whereas Horse Council BC is responsible to foster and stimulate interest in all aspects of equine activities. Be it therefore resolved that Horse Council BC promote the image of the equine as a living symbol of an enjoyable, healthy and worthy lifestyle.

Equity and Access for All Policy

Whereas, Horse Council BC is committed to promoting an environment in sport in which the terms and conditions of participation are equitable and non-discriminatory within the province of British Columbia.

Be it therefore resolved that Horse Council BC promote equity and non-discriminatory access for all to the equestrian community.

Be it further resolved that Horse Council BC endorses the right of every participant to be treated with dignity and respect and to work and play in an atmosphere conducive to productivity, self-development and performance advancement based upon individual ability.

Safety Policy

Whereas, Horse Council BC serves all equestrian and equine interests particularly where safe practice and humane treatment are concerned.

Be it therefore resolved that safe practices in all capacities of equine activities be promoted and, be it further resolved that the humane treatment of the equine be encouraged in every aspect of equestrian activity.

Liability Policy

Whereas Horse Council BC is concerned for the well-being of equine owners and their peace of mind in pursuing equine activities; Be it therefore resolved that Horse Council BC assist where possible the indemnification of organizers and participants through Third Party Liability insurance coverage.

Sport Program Policy

Whereas, Horse Council BC is committed to fostering participation in all varieties of equestrian sport. Be it therefore resolved that Horse Council BC will promote riding and driving programs. Be it further resolved that Horse Council BC will promote participation, leadership and excellence in all equine activities locally, provincially, regionally and nationally with special attention given to coaching and officials development.

Industry Policy

Whereas, Horse Council BC is responsible for the support and stimulation of interest in horse breeding and all other aspects of the horse industry. Be it therefore resolved that Horse Council BC liaises with government and private agencies to further the horse industry in the province of British Columbia and to sponsor programs and offer services that will further the knowledge and develop the expansion of the equestrian industry.

Marketing Policy

Whereas Horse Council BC believes that the marketing of the sport and industry is a worthwhile service to the equestrian community of BC.

Be it therefore resolved that Horse Council BC encourage affiliates to develop marketing programs for their members and; Be it further resolved that Horse Council BC prepare and implement a marketing program to benefit all equestrian interests in the province, through the marketing of HCBC in its entirety.

Right to Ride Policy

Whereas, Horse Council BC recognizes the historic role the equine has played in the evolution of social and economic development of British Columbia.

Be it therefore resolved that this recognition is not lost to the new generations of citizens by maintaining a vigilance to preserve the right to ride on historic avenues and trails and;

Be it further resolved that trail riding be encouraged in provincial parks, regional districts and municipalities and public lands; and be it further resolved that public roads and right-of-way be accessible to equestrian traffic.

Education Policy

Whereas Horse Council BC subscribes to the premise that leadership is essential in all aspects of the equestrian industry.

Be it therefore resolved that Horse Council BC promote and support the National Coaching Certification and recognize other certification programs that meet or exceed this standard.

Be it further resolved that Horse Council BC promote and support official's certification provincially and nationally.

Be it further resolved that Horse Council BC promote and support education of members in areas related to the care and use of all equines, and that Horse Council BC promote education of the general public in all matters pertaining to our member's equine interests.

Excellence Policy

Whereas, Horse Council BC encourages the promotion of proficiency in sport, recreation and industry involving the equine.

Be it therefore resolved that the pursuit of excellence be encouraged and fostered throughout the equestrian community in British Columbia.

Lines of Communication Policy

Whereas, Horse Council BC is recognized as the co-ordinating body to serve all our members equestrian and equine interests; be it therefore resolved that Horse Council BC establish lines of communication with and between all parties with equestrian and equine interests within the province of BC.

Horse Organizations Policy

Whereas Horse Council BC is responsible to provide and maintain liaison with horse organization at all levels, provincially and nationally.

Be it therefore resolved that Horse Council BC promote the spirit of co-operation, communication, and active participation with other horse organizations in BC and Canada.

Funding Policy

Whereas, Horse Council BC is the Provincial Sport Governing Body (PSO) for equestrian activities, and whereas this demands administration of public and private funds according to guidelines outside the jurisdiction of Horse Council BC.

Be it therefore resolved that Horse Council BC assist our members and affiliated equine organizations to acquire funding for projects compatible with the aims and objectives of Horse Council BC

Be it further resolved that the distribution and release of these funds be subject to the prior receipt of a pertinent documentation, and that all recipients of funds will be held accountable for responsible and reasonable usage thereof.

Fair Play Policy

Whereas, Horse Council BC is responsible to foster “Fair Play” in all aspects of equine activities
Be it therefore resolved that Horse Council BC promote and practice the five principles of “Fair Play” respect the rules, respect the officials and their decisions, respect fellow competitors, give everyone an equal chance to participate, maintain self-control at all times.

HCBC EXPENSE REIMBURSEMENT POLICY

Note: Please use the official expense reimbursement form found in your handbook. You may photocopy it, request more forms from the office, or request forms by e-mail. The form must be filled out completely and **all receipts attached**. If you have any questions, please contact the Bookkeeper or Executive Director at the office.

Board Member's Expense Reimbursement for Board Meetings:

For meetings held in the Lower Mainland area, the equivalent of 14-day advance airfare will be reimbursed to delegates from Zone 1, 2, 7 & 8. If meetings are held in other Zones, the subsidy will be for delegates from the Zones furthest from the meeting.

Other delegates may claim a mileage subsidy of .40/km. Ferry fares will be subsidized by HCBC, with carpooling strongly suggested.

Meals will be reimbursed for actual cost to a maximum of \$40.00 per day (\$10 breakfast \$10 lunch \$20 dinner). Receipts must accompany reimbursement request. HCBC will subsidize up to \$120.00 per night per member. Any excess is the responsibility of the member or as they are subject to their Zone or Affiliate policy.

Executive Committee Member's Reimbursement for Executive Meetings:

For meetings held in the Lower Mainland area, the equivalent of 14-day advance airfare will be reimbursed to delegates from Zones 1, 2, 7 & 8. If meetings are held in other Zones, the subsidy will be for delegates from the Zones furthest from the meeting.

Other delegates may claim a mileage subsidy of .40/km. Ferry fares will be subsidized by HCBC, with carpooling strongly suggested.

Meals will be reimbursed for actual cost to a maximum of \$40.00 per day (\$10 breakfast \$10 lunch \$20 dinner). Receipts must accompany the reimbursement request.

HCBC will subsidize up to \$120.00 per night per member. Any excess is the responsibility of the member

Committee Expense Reimbursement

Expense reimbursement to HCBC committees will be as follows (unless there is an historical format that is effective for the committee). Committee members may claim a mileage subsidy of .40/km. Meals will be reimbursed for actual cost to a maximum of \$40.00 per day (\$10 breakfast \$10 lunch \$20 dinner). Receipts must accompany the reimbursement request.

MOTION – March 8/97 Board of Directors' Meeting

Moved/ seconded that travel expense reimbursements are to be the lower of air or mileage reimbursement for the best benefit of HCBC. (Davidson/LaLonde)CARRIED

Expense reimbursement **requests must be submitted within 60 days of the event.**

HCBC shall not be reimbursing travel expenses if any other party is reimbursing them.

(Adopted: October 16, 1999)

1. STATEMENT OF POLICY

1.1 There will be zero tolerance of harassment in Horse Council BC

1.2 Horse Council BC is committed to providing a sport and work environment in which all individuals are treated with respect and dignity. Each individual has the right to participate and work in an environment which promotes equal opportunities and prohibits discriminatory practices.

1.3 Horse Council BC is committed to the education of its members in respect to harassment.

***1.4** This policy applies to employees, directors, officers, volunteers, coaches, athletes, officials, and members of Horse Council BC. Horse Council BC encourages the prompt reporting of all incidents of harassment.*

1.5 For the purposes of this policy, sport and/or workplace harassment can occur in the following places:

- a. at sporting events, competitions, and in training sessions;
- b. at the office;
- c. at office-related social functions;
- d. at the Horse Council BC's business functions, such as meetings, conferences, training sessions, and workshops;
- e. during work-related travel;
- f. over the telephone; or
- g. elsewhere if the person harassed is there as a result of work-related responsibilities or a work-related relationship.

1.6 Notwithstanding this policy, every person who experiences harassment continues to have the right to seek assistance from the B.C. Council of Human Rights, even when steps are being taken under this policy.

1.7 An investigation under this policy shall follow the process of natural justice, as described in this policy.

1.8 Work related job performance reviews and decisions based on those reviews are not included under this policy

2. PREVENTION

2.1 The Horse Council BC is committed to the eradication of harassment through educational programs including information and training. Please refer to Appendix 1 for suggested guidelines.

3. DEFINITIONS

3.1 Abuse: Abuse can be physical, emotional or sexual.

- **Physical Abuse** - using physical force or actions that result, or could result in injury
- **Emotional Abuse** - a pattern of hurting an individual's feelings to the point of damaging their self-respect. It includes verbal attacks on the individual, insults, humiliation or rejection.
- **Sexual Abuse** – a sexual solicitation or advance made by a person in a position to grant or withhold a benefit or advancement to the person where the person making the solicitation or advance knows or ought reasonably to know that it is unwelcome; or retaliation or a threat of retaliation for the rejection of a sexual solicitation or advance by a person in a position to confer or withhold a benefit or advancement to the person.

3.2 Appeal Panel: At least three (3) individuals appointed by Horse Council BC to consider an appeal from a decision of the Standing Disciplinary Committee. No members of the Appeal Panel shall have any personal or professional involvement with either the Complainant or Respondent and no prior involvement with the matter under appeal. The members of the Appeal Panel may be appointed from the Multi-Disciplinary Appeal Roster.

3.3 Appeal Coordinator: The person designated by Horse Council BC to coordinate appeals.

3.4 Multi-Disciplinary Appeal Roster: A roster of persons appointed and trained by Sport BC who are willing to be appointed to an Appeal Panel.

3.5 Complainant: An employee, athlete, coach, official, member or other participant of Horse Council BC activities, who thinks he or she has been harassed

3.6 Harassment: Behavior including comments, conduct or gestures which is insulting, intimidating, humiliating, hurtful, malicious, degrading, or otherwise offensive to an individual or group of individuals or which creates an uncomfortable environment, or which might reasonably be expected to cause embarrassment, insecurity, discomfort, offence, or humiliation to another person or group, including, but not limited to:

- a. written or verbal abuse or threats;
- b. physical assault;
- c. unwelcome remarks, jokes, innuendoes, or taunting about a person's body, sexual orientation, attire, age, marital status, ethnic or racial origin, religion, etc.;
- d. displaying of sexually explicit, racist or other offensive or derogatory material, sexual, racial, ethnic or religious graffiti;
- e. practical jokes which cause awkwardness or embarrassment, endangering a person's safety or negatively affecting performance;

- f. hazing or initiation rites;
- g. leering or other suggestive obscene gestures;
- h. intimidation;
- i. condescension, paternalism, or patronizing behavior which undermines self-respect or adversely affects performance or working conditions
- j. conduct, comments, gestures or contact of a sexual nature that is likely to cause offense or humiliation or that might, on reasonable grounds, be perceived as placing a condition of a sexual nature on employment or any opportunity for selection, training or advancement;
- k. false accusations of harassment motivated by malice or mischief, and meant to cause other harm, is considered harassment;
- l. sexual harassment, as further described in section 3.10.
- m. acts of retaliation towards an individual making an harassment complaint as described in section 3.12

3.7 Harassment Advisor: A designate of Horse Council BC who is conversant with the issue of harassment. The role of the Harassment Advisor is to serve in a neutral, unbiased capacity, to provide information about the resources and support available, and to receive simple complaints, assist in informal resolution of complaints, and to make recommendations as to further action. The Harassment Advisor will handle complaints which may be resolved through informal procedures, and refer all other complaints to the Harassment Officer.

3.8 Harassment Officer: An individual identified by Horse Council BC as possessing the training and appropriate background to investigate complaints.

3.9 Investigation Report: The product of an investigation completed by the Harassment Officer, including, but not limited to, a summary of details, determination of harassment, and recommended disciplinary action if harassment is found.

3.10 Respondent: The perpetrator of the action(s) which the Complainant thinks constitutes harassment.

3.11 Responsible Adult: Where the Complainant or the Respondent is a minor, a parent, guardian, or other adult of the minor's choice, who may speak on behalf of the minor Complainant or minor Respondent, as referred to in paragraphs 10.1 and 10.2.

3.12 Standing Disciplinary Committee: A committee of persons as defined in the Horse Council BC By-Laws and Constitution. The Standing Disciplinary Committee decides whether harassment occurred and confirms or rejects the recommendation(s) of the Harassment Officer.

3.13 Sexual Harassment: One or a series of incidents involving unwelcome sexual advances, requests for sexual favors, or other verbal conduct of a sexual nature:

- a. when such conduct might reasonably be expected to cause embarrassment, insecurity, discomfort, offense, or humiliation to another person or group;
- b. when submission to such conduct is made either implicitly or explicitly a condition of employment;
- c. when submission to or rejection of such conduct is used as a basis for any employment decision (including, but not limited to, matters of promotion, raise in salary, job security, or benefits affecting the employee;

- d. when such conduct has the purpose or the effect of interfering with a person's work performance or creating an intimidating, hostile or offensive work environment.

3.14 Retaliation: Retaliation or threats involving harassment or discrimination cases are not tolerated in Horse Council BC and will be treated as harassment. Retaliation constitutes the following:

- a. Acts designed to punish an individual who has reported discrimination or harassment
- b. Threats designed to dissuade an individual from reporting discrimination or harassment
- c. Acts or threats to punish an individual who has rejected sexual advances

3.15 Discipline in Training: Discipline is an indispensable part of high performance sport and should not be confused with discrimination or harassment. However, it is of vital importance that those in authority:

- a. set and communicate performance and training standards to all participants
- b. ensure that training involving touching or other physical contact occur in an appropriate setting and only after informed consent has been sought and received
- c. be consistent and non-harassing in taking any corrective or punitive action
- d. use non-harassing terminology; address individuals by name and avoid the use of derogatory, slang or offensive terms

4. RESPONSIBILITY

4.1 The Horse Council BC board is responsible for this policy, and the president is responsible to ensure its implementation.

4.2 The Horse Council BC will identify and designate Harassment Advisors and Harassment Officers.

4.3 The Horse Council BC will act quickly on any complaint of harassment with the goal of resolving the situation fairly and of preventing future occurrences, including determining and enforcing appropriate discipline, if required.

5. CONFIDENTIALITY

5.1 In all reported instances, a prompt, thorough, fair investigation will take place giving careful consideration to protect the rights and dignity of all people involved.

6. COMPLAINT PROCEDURE

6.1 A person who thinks he or she has been subjected to conduct which constitutes harassment under this policy (the "Complainant") is encouraged to make it known to the person responsible for the conduct (the "Respondent") that the behavior is unwelcome, offensive, and contrary to this policy.

6.2 If confronting the Respondent is not possible, or if after confronting the Respondent the conduct continues, the Complainant should seek the advice of the Harassment Advisor.

6.3 Upon receiving the complaint, the Harassment Advisor shall obtain from the Complainant a statement in writing outlining the details of the incident(s) and the names of any witnesses. The statement should be dated and signed by the Complainant.

6.4 At the first meeting between the Harassment Advisor and the Complainant, the Harassment Advisor shall inform the Complainant of:

- a. the options of pursuing an informal resolution of the complaint;
- b. the right to make a formal written complaint under this policy when an informal resolution is inappropriate or not feasible;
- c. the availability of counseling and other resources;
- d. the confidentiality provisions of this policy;
- e. the right to be represented by a person of choice (including legal counsel) at any stage in the complaint process;
- f. other avenues of recourse, including the right to file a complaint with the B.C. Council of Human Rights or, where appropriate, to contact the police where the conduct may be an offense pursuant to the Criminal Code.

6.5 Following the initial meeting between the Complainant and the Harassment Advisor, any of the following steps may be taken:

- a. If the Complainant and the Harassment Advisor agree that the conduct does not constitute harassment, the Harassment Advisor will take no further action and will make no written record of the complaint.
- b. If the Complainant wished to proceed with a complaint investigation, the matter will be referred to a Harassment Officer for investigation.
- c. If the Harassment Advisor believes that there is sufficiently convincing evidence of harassment prior to an investigation, but the Complainant does not wish to proceed with a complaint investigation, the following steps may be taken:
 - i. If the Complainant wishes to pursue an informal resolution of the complaint, the Harassment Advisor will meet with the Respondent with a view to obtaining an apology and an assurance that the offensive conduct will not be repeated;
 - ii. If the Complainant does not wish to pursue an informal resolution of the complaint, the Harassment Advisor may, nevertheless, take either of the following steps:
 - A. The Harassment Advisor may meet with the Respondent with a view to obtaining an apology and an assurance that the offensive conduct will not be repeated. In the case of a meeting pursuant to this clause, the Harassment Advisor will make every reasonable effort to protect the identity of the Complainant. If the Harassment advisor is satisfied that the complaint has been resolved through this informal process, the Harassment Advisor will take no further action on the complaint. If the Harassment Advisor is not satisfied that the complaint has been resolved through this informal process, then the Harassment Advisor may refer the matter to a Harassment Officer for investigation.
 - B. The Harassment Advisor may refer the matter to a Harassment Officer for investigation.

6.6 Investigation by the Harassment Officer: When a Harassment Officer receives a complaint from the Harassment Advisor, the Harassment Officer will:

- a. review and clarify the Complainant's written complaint;
- b. give a written copy of the complaint to the Respondent and the Complainant.

6.7 Where the Harassment Officer gives a copy of the written complaint to the Respondent, the Harassment Officer will include with the written complaint a copy of this policy and a notice that the Respondent has the right to be represented by any person of choice at any stage of the process when the Respondent is required or entitled to be present.

6.8 The Respondent will provide a written response to the Harassment Officer within ten (10) days of receiving the written complaint. If there are special circumstances, the Harassment Officer may extend the time for response.

6.9 The Harassment Officer will receive and clarify the response from the Respondent.

6.10 Within ninety (90) days of receiving the initial written complaint, the Harassment Officer shall conduct an investigation and prepare a written Investigation Report. (Harassment Officer may extend this time due to circumstances)

6.11 All investigations stemming from this complaint shall follow the principle of natural justice, which states that:

- a. everyone has the right to a fair hearing in the course of determining whether an infraction has been committed;
- b. the issues should be clearly and concisely stated so that the respondent is aware of the essentials of the complaint;
- c. the respondent has a right to have a representative present his or her case;
- d. relevant information must be available to all parties;
- e. the respondent has the right to call and cross-examine witnesses;
- f. the respondent has the right to a written decision following the judgment;
- g. the respondent has the right to appeal a decision (if there are grounds);
- h. the decision-maker has a duty to listen fairly to both sides and to reach a decision untainted by bias.

6.12 In the case of adults there will be a time limit of 1 year (365 days) from the time of the alleged harassment to the time when the complaint is brought forward.

The Investigation Report

6.12 The Investigation Report from the Harassment Officer should contain:

- a. a summary of the relevant facts;
- b. a determination as to whether the acts in question constitute harassment as defined in this policy;
- c. if the act(s) constitute harassment, a recommended disciplinary action against the Respondent.

6.13 When recommending disciplinary action to be taken, the Harassment Officer shall consider factors such as:

- a. the nature of the harassment;
- b. whether the harassment involved any physical contact;
- c. whether the harassment was an isolated incident or part of an ongoing pattern;
- d. the nature of the relationship between the Complainant and the Respondent;
- e. the relative age of the Complainant and/or Respondent;
- f. whether the Respondent had been involved in previous harassment incidents;
- g. whether the Respondent retaliated against the Complainant.

6.14 On completion of the report, the Harassment Officer shall forward a copy of the Investigation Report shall be forwarded to the Complainant, the Respondent, and the Standing Disciplinary Committee.

1.1.1 STANDING DISCIPLINE COMMITTEE

6.15 The Standing Discipline Committee shall receive the Investigation Report as prepared by the Harassment Officer.

6.16 After considering the Investigation Report, the Standing Discipline Committee shall:

- a. make a determination as to whether the Respondent has engaged in conduct constituting harassment; or the respondent was falsely accused and
- b. if the Standing Discipline Committee determines that Respondent has engaged in conduct constituting harassment, order such disciplinary action to be taken against the Respondent as is appropriate in the circumstances.
- c. If the Standing Discipline Committee determines the respondent was falsely accused, order such disciplinary action against the Complainant as is appropriate in the circumstances.

6.17 When imposing disciplinary action against the Respondent or the complainant pursuant to sub-paragraph 6.16(b), the Standing Disciplinary Committee may impose such disciplinary action as it considers appropriate in the circumstances which may include, but is not limited to:

- a. a verbal apology;
- b. a written apology;
- c. a letter of reprimand from the sport organization;
- d. a fine or levy;
- e. referral to counseling;
- f. sensitivity training in harassment issues;
- g. removal of certain privileges of membership or employment;
- h. demotion or pay cut;
- i. temporary suspension with or without pay;
- j. termination of employment of contract;
- k. expulsion from membership.

6.18 The Standing Disciplinary Committee shall, not more than 10 days after it makes its decision (pursuant to paragraph 6.17), send a notice to the Complainant and the Respondent.

APPEALS

6.19 An appeal may only be heard if there are sufficient grounds for the appeal. Sufficient grounds for appeal are restricted to the following:

- a. the Horse Council BC failing to follow procedures set out in the harassment policy
- b. the Standing Disciplinary Committee's decision was influenced by bias
- c. the Standing Disciplinary Committee's decision was based on a misunderstanding of the evidence

- d. the Standing Disciplinary Committee's decision was unreasonable based on the facts and circumstances

6.20 A Complainant or Respondent who is dissatisfied with the decision of the Standing Discipline Committee may initiate an appeal. He or she will serve the office of the Appeal Coordinator with a 'Notice of Appeal and Request for Hearing' not more than 30 days after the date she or he receives notice of the Standing Disciplinary Committee's decision.

6.21 The Notice of Appeal and Request for Hearing shall be in writing and shall set out the grounds for appeal, and facts in support of the grounds for appeal.

6.22 Upon receipt of a Notice of Appeal and Request for Hearing, the Appeal Coordinator shall:

- a. notify Horse Council BC of the appeal and request that the Horse Council BC notify Sport BC Appeal Panel of the appeal
- b. send a copy of the Notice of Appeal and Request for Hearing by regular mail to the last known addresses to the other party or parties involved in the complaint

6.23 Once Sport BC has been appointed, the Appeal Panel shall consider the grounds for appeal and determine if there are sufficient grounds for the appeal.

6.24 If the appeal panel determines that there are not sufficient grounds for the appeal, the Appeal Panel will dismiss the appeal and notify Horse Council BC and the parties to the complaint, in writing, of its decision.

6.25 If the appeal panel determines that there are sufficient grounds for the appeal, it shall inform the Appeals Coordinator of the decision, and a Hearing with respect to the appeal will be conducted.

6.26 The Appeals Coordinator will send a copy of the Hearing Notice by registered mail or courier with a request of signature to the last known addresses of the Complainant and Respondent and to Horse Council BC.

The Hearing Notice will be sent at least 30 days in advance of the scheduled Hearing and shall:

- a. specify the date, time, and location of the Hearing
- b. set out any rules of procedure that will govern the Hearing
- c. advise the parties that they should bring with them to the Hearing all relevant witnesses and other evidence they wish to be considered by the Appeal Panel
- d. advise the parties that they have the right to be represented by counsel at the Hearing; and
- e. request advance disclosure of evidence/witnesses (this step is optional, and at the discretion of the Appeal Panel)

6.27 The Appeal Panel may consider into evidence the Investigator's Report, the Standing Disciplinary Committee's decision, and any other relevant evidence presented at the Hearing

6.28 Within 10 days after completing a Hearing, the Appeal Panel shall send notice of its decision, by registered mail or courier requiring a signature, to the last known addresses of the complainant and the Respondent and to Horse Council BC.

6.29 In the case of an unsuccessful appeal, the appellant may be required to absorb the cost of the appeal procedure.

7. MINORS

7.1 If the Complainant is a minor, the complaint may be brought forward by a "Responsible Adult". The Responsible Adult will have the right to act on behalf of the Complainant throughout the complaint process, including:

- making a complaint;
- receiving all notices on behalf of the Complainant;
- being present at all dealings with the Complainant.

7.2 If the Respondent is a minor, the following shall apply:

- a. If the Harassment Advisor is attempting an informal resolution of a complaint, the Harassment Advisor may speak to the Respondent directly concerning the complaint PROVIDED THAT prior to speaking to the Respondent the Harassment Advisor shall inform the Respondent that he/she may have a Responsible Adult present during the meeting.
- b. If the complaint is referred to a Harassment Officer for investigation:
 - i. a copy of the written complaint shall be forwarded to a parent or guardian of the Respondent if such person is known;
 - ii. the Respondent shall be advised that he/she has the right to be represented by a Responsible Adult;
 - iii. The Respondent's designated Responsible Adult will have the right to act on behalf of the Respondent throughout the investigation process, including:
 - A. responding to a written complaint
 - B. receiving all notices of behalf of the Respondent; and
 - C. being present at all dealings with the Respondent.

8. REVIEW AND APPROVAL

8.1 This policy was approved by Horse Council BC Executive Committee on June 28, 1999.

8.2 This policy shall be reviewed by Horse Council BC President and senior staff member on an annual basis.

Appendix I

1.1.2 Suggested Guidelines for the Prevention of Harassment - Horse Council BC

a) Internal Education and Communication of Policy

1. Include information on abuse and harassment as part of orientation to new members and volunteers. Sample educational materials are available through Horse Council BC, Sport BC, Promotion Plus, and the Coaches Association of B.C.
2. Include compliance with policy as part of membership eligibility.
3. Support and distribute information concerning educational workshops/seminars explaining the policy and process as part of annual meetings, volunteer training, athlete camps and/or where ever else deemed appropriate.
4. Actively participate in a recognized educational module on volunteer/staff screening.

b) Coaching and Leadership

1. Support and distribute the Coaches Association of B.C. Coaching Code of Conduct, and the Canadian Professional Coaches Association's Code of Ethics, both of which are available from Sport B.C. and the Coaches Association of B.C.

RESOURCES

Organization	Description	Phone
Sport BC	Federation of amateur sport organizations; leader in advocacy, professional development, and sport standards.	604.737.3026
Recreation and Sport Branch	Provincial government branch responsible for sport and recreation.	250.356-1167 (Toll free 660-2352 request 356-1167)
Coaches Association of BC	Organization dedicated to educating and training coaches. Resources include extensive library.	604.298.3137
	Human Rights	
B.C. Council of Human Rights	Investigates complaints of harassment on behalf of the Province	Toll-free 660.6811
B.C. Human Rights Coalition		604.689.8474
Victim Services Information Line		1.800.563.0808
	Counseling	
2 Kids Help Phone	24 hour crisis line for children, staffed by counselors.	1.800.668.6868
3 Helpline for Children	Dial operator and ask for ZENITH 1234	ZENITH 1234

Other materials used for information in this document

- Help Stop Child Abuse : A Handbook for Employers and Volunteer Coordinators, Province of BC Ministry of Social Services
- Canadian Olympic Association Draft Harassment Policy, April, 1997
- Speak Out...Act Now! A Guide to Preventing and Responding to Abuse and Harassment for Sport Clubs and Associations. *January 29, 1998.*
(See www.harassmentinsport.com)

Contact Sport BC at the above numbers for more information on these resources.

HCBC POLICY ON COACH'S & OFFICIALS DISCIPLINE

Horse Council BC Policy on Coach and Officials Discipline

Preamble: This policy has been created to help Coaches, Instructors and Officials perform to the highest standard. The interest of this discipline policy is to educate and not to be seen as punitive. Horse Council BC states that any Coach, Official or Instructor who holds HCBC recognized certification represents HCBC (Horse Council BC) and is bound to uphold the Code of Ethics and Code of Practice as presented by Equine Canada and abide by this Disciplinary policy. With this policy Coaches, Instructors and Officials are accountable for all of their actions at all times.

- 1) This policy applies to all Certified Coaches, Instructors, or Officials that Horse Council BC currently recognizes and who are considered to be “active” or “current” as per each certification body’s policies at the time of any complaint. HCBC recognizes the following Officials designations: Equine Canada, FEI and HCBC Provincial.
- 2) This policy provides disciplinary action against Coaches, Instructors and Officials who violate Horse Council BC’s Policies.
- 3) Behavior by a Coach, Instructor or Official that may lead to disciplinary action includes:
 - a. Use of medications or of prohibited substances as outlined in the Equine Canada Rule book
 - b. Failure to follow competition rules
 - c. Physical or verbal abuse and or harassment of a Rider, parent, official, horse, coach or other professional.
 - d. Any action or inaction that endangers the welfare of a rider or horse
 - e. Physical or verbal confrontations with opposing coaches, riders, parents or officials.
 - f. Unprofessional attitude, conduct and performance by the Coach, Instructor or Official
 - g. Fraudulent business practices *as defined by corporate/common law.
 - h. Misrepresentation of Coaching, Instructor or Officials status and certification
 - i. Failure to comply with Equine Canada’s Code of Conduct and Code of Ethics
 - j. Any other action that brings the reputation of Horse Council BC into disrepute.

Process:

- 4)** Disciplinary issues should be brought to the attention of the HCBC Coaching Coordinator. This may be done by any interested party. Complaints must be issued in hard copy writing, signed and dated
- 5)** Upon learning of a potential disciplinary problem, the HCBC Coaching Coordinator will gather information from all parties concerned, including the Coach, Instructor or Official in question and make a determination as to whether a disciplinary issue exists.
- 6)** If the HCBC Coaching Coordinator determines a disciplinary issue exists he/she will:
 - a. Issue a letter to all parties concerned (including the Standing Disciplinary committee) explaining the complaint.
 - b. Get agreement from the standing Disciplinary committee that grounds exist for a formal procedure
 - c. Refer the matter to the standing Disciplinary Committee for initiation of a formal procedure
 - d. The HCBC Coaching Coordinator may attempt to resolve the issue in question directly with the coach or official named in the complaint.
- 7)** When a formal hearing is agreed upon the Complainant will be required to submit payment of \$100.00 (non refundable) to the Horse Council BC Disciplinary committee.
- 8)** The Discipline Committee shall consist of the President (or the President's appointed person) as Chair, one Coach or Official from a different equestrian discipline than the complainant's, one Coach or Official from another Sport, the VP Education or VP Competitions. The Executive Director of HCBC will be the recording secretary.
- 9)** The Discipline committee will meet either in person or by teleconference and respond within 30 days of the written complaint being received by the HCBC office.
- 10)** Disciplinary action may include, but is not limited to:
 - a. A verbal apology
 - b. A written apology
 - c. A letter of reprimand from Horse Council BC to be placed in their file
 - d. A fine or levy
 - e. Referral to counseling
 - f. Sensitivity training
 - g. Directed education
 - h. Removal of certain privileges of membership
 - i. Temporary suspension of membership or active status
 - j. Expulsion from membership in Horse Council BC, become a Member not in Good Standing
- 11)** The Discipline Committee will send a letter of notice regarding the outcome of the hearing to all parties

- 12)** The Discipline Committee's decision may be appealed. All appeals will be at the Appellant's expense and will be taken to Sport BC for a decision. The decision of Sport BC is final. Grounds for an appeal may include:
- a. HCBC failing to follow procedures set out in the Coach and Official's Discipline Policy.
 - b. The Disciplinary Committee's decision was influenced by bias
 - c. The Disciplinary Committee's decision was based on a misunderstanding of the evidence.
 - d. The Disciplinary Committee's decision was unreasonable based on the facts and circumstances.
- 13)** Confidentiality is of utmost importance for the protection of all persons involved.

I _____ (print name) have read and fully understand the Horse Council BC Discipline Policy, and agree to abide by all expectations and regulations.

Signature: _____ Date: _____

Equine Canada

COACHING CODE OF CONDUCT

The Eyes of the World are on YOU!

This is a reminder to all Coaches of their responsibilities to the coaching program and to the public.

- ⊕ You have a responsibility to the national coaching program to maintain its standards and credibility.
- ⊕ You have a responsibility to each and every student to offer them a positive learning experience that enables them to achieve their personal goals.

WHAT DOES THIS MEAN TO YOU?

1. Continue to educate and keep yourself current.
2. Be positive and professional in your attitude and performance at all times.
3. Conduct yourself in an honest and ethical manner.
4. Act in accordance with the principles, rules and policies of Equine Canada.
5. Show respect for all participants – students, parents, officials, etc. – as well as the facilities and equipment used.
6. Take responsibility for the safety of all aspects of your students' learning experiences – in training and in competition.
7. Be accountable for your actions.

Coaching has many rewards for those with a positive and professional manner.

I, the undersigned, have read and fully understand the Equine Canada Code of Ethics and Coaching Code of Conduct, and agree to abide by all expectations and conduct regulations.

Name:

Signature:

Date:

Witness:

CODE OF ETHICS

The Code of Ethics of Equine Canada

“We look to sport to impart something of moral and social values and, in integrating us as individuals, to bring about a healthy, integrated society.”

The Honourable Chief Justice Charles L. Dubin

4 Application and Structure of the Code of Ethics

1. All members of EC (including temporary members) shall be bound by this Code of Ethics.
2. All members of other National and Provincial Federations must agree to be bound by the rules of EC while competing or exhibiting at EC-sanctioned competitions.
3. The Code of Ethics consists of four parts: The Preamble, the Statement of Principle, the Code of Conduct and Further Expectations of an EC member. The Statement of Principle is to be considered an interpretive guide in applying the Code of Conduct. The Code of Conduct is mandatory in character and is enforceable.

5 Preamble

We believe:

- ⌚ That equestrian sport is based on a partnership between horse and human athlete;
- ⌚ That it is the right and responsibility of Equine Canada to set standards in matters of ethics, sportsmanship and the welfare of the horse and in all matters under its jurisdiction;
- ⌚ That it is desirable to define ethical practices, to delineate unethical practices, to encourage good sportsmanship, fair play, safety and high ethical behaviour and to warn, censure or bring to public attention and discipline those who commit acts detrimental to the best interests of stakeholders;
- ⌚ That EC members should observe the spirit as well as the letter of this Code of Ethics;
- ⌚ That membership is a privilege, not a right, and that membership may be suspended, terminated or rejected following appropriate disciplinary procedures.

6 Statement of Principles

Equine Canada (EC), the national equestrian federation of Canada, supports adherence to humane treatment of horses in all activities under its jurisdiction.

EC is committed to:

- ⌚ Upholding the welfare of horses, regardless of value, as a primary consideration in all activities;
- ⌚ Requiring that horses be treated with kindness, respect and the compassion that they deserve, and that they never be subjected to mistreatment;
- ⌚ Ensuring that owners, trainers and exhibitors or their agents use responsible care in the handling, treatment and transportation of their horses as well as horses placed in their care for any purpose;
- ⌚ Providing for the continuous well-being of horses by encouraging routine inspection and consultation with health care professionals and competition officials to achieve the highest possible standards of nutrition, health, comfort, sanitation and safety as a matter of standard operating procedure;
- ⌚ Continuing to support scientific studies on equine health and welfare;
- ⌚ Increasing education in training and horsemanship practices;
- ⌚ Requiring owners, trainers and exhibitors to know and follow their sanctioning organization's rules, and to work within industry regulations in all equestrian competition;
- ⌚ Reviewing, revising and developing competition rules and regulations that protect the welfare of horses.

The standard by which conduct or treatment will be measured is that which a person, informed and experienced in generally accepted equine training and exhibition procedures, would determine to be neither cruel, abusive nor inhumane.

7 Code of Conduct

EC rules address the following general areas:

- ⊕ Welfare of the horse
- ⊕ Safety of horse and human athlete
- ⊕ Administration of competitions (see also Competitions Administration Policy)
- ⊕ Code of conduct for officials and competitors
- ⊕ Drug and medication control
- ⊕ Individual breed and discipline rules

1. All EC members shall support the enforcement of the rules of the Federation by:
 - ⊕ personal knowledge and compliance
 - ⊕ agreeing to report any alleged infractions and occasions of alleged abuse at EC-sanctioned competitions
2. The organizers of EC-sanctioned competitions shall operate within the rules of the Federation.
3. A member should be completely trustworthy, exhibit honesty, loyalty and discretion in all equestrian-related activities.
4. A member should issue public statements only in an objective and truthful manner
5. The EC member should uphold issues of safety and fairness in all aspects of equestrian sport.
6. No member shall act to the detriment of others or equestrian sport in a situation where the responsibility of their position places them in a conflict of interest.
7. All members shall conduct themselves in a manner which reflects the values and ethics of EC. Any member who engages in or is party to conduct inappropriate to an EC member will be subject, after due process, to such sanctions as the Federation may impose.

Further Expectations of an EC Member

1. Members are encouraged to continuously educate themselves and to take an active role in the activities of the Federation.
2. The EC member should strive to preserve and enhance the image of the sport so that society's respect will be maintained.

Horse Council BC Policy on Coach and Officials Discipline
November 2006

Preamble: This policy has been created to help Coaches, Instructors and Officials perform to the highest standard. The interest of this discipline policy is to educate and not to be seen as punitive. Horse Council BC states that any Coach, Official or Instructor who holds HCBC recognized certification represents HCBC (Horse Council BC) and is bound to uphold the Code of Ethics and Code of Practice as presented by Equine Canada and abide by this Disciplinary policy. With this policy Coaches, Instructors and Officials are accountable for all of their actions at all times.

- 14)** This policy applies to all Certified Coaches, Instructors, or Officials that Horse Council BC currently recognizes. HCBC recognizes the following Coaching and Instructor certification: Equine Canada, HCBC Provincial, Certified Horsemanship Association, CANTRA, Vaulting and International Passport Coaches. HCBC recognizes the following Officials designations: Equine Canada, FEI and HCBC Provincial.
- 15)** This policy provides disciplinary action against Coaches, Instructors and Officials who violate Horse Council BC's Policies.
- 16)** Behavior by a Coach, Instructor or Official that may lead to disciplinary action includes:
 - a. Use of medications or of prohibited substances as outlined in the Equine Canada Rule book
 - b. Failure to follow competition rules
 - c. Physical or verbal abuse and or harassment of a Rider, parent, official, horse, coach or other professional.
 - d. Any action or inaction that endangers the welfare of a rider or horse
 - e. Physical or verbal confrontations with opposing coaches, riders, parents or officials.
 - f. Unprofessional attitude, conduct and performance by the Coach, Instructor or Official
 - g. Fraudulent business practices *as defined by corporate/common law.
 - h. Misrepresentation of Coaching, Instructor or Officials status and certification
 - i. Failure to comply with Equine Canada's Code of Conduct and Code of Ethics
 - j. Any other action that brings the reputation of Horse Council BC into disrepute.

Process:

- 17)** Disciplinary issues should be brought to the attention of the HCBC Coaching Coordinator. This may be done by any interested party. Complaints must be issued in hard copy writing, signed and dated
- 18)** Upon learning of a potential disciplinary problem, the HCBC Coaching Coordinator will gather information from all parties concerned, including the Coach, Instructor or Official in question and make a determination as to whether a disciplinary issue exists.
- 19)** If the HCBC Coaching Coordinator determines a disciplinary issue exists he/she will:
 - a. Issue a letter to all parties concerned (including the Standing Disciplinary committee) explaining the complaint.
 - b. Get agreement from the standing Disciplinary committee that grounds exist for a formal procedure
 - c. Refer the matter to the standing Disciplinary Committee for initiation of a formal procedure
 - d. The HCBC Coaching Coordinator may attempt to resolve the issue in question directly with the coach or official named in the complaint.
- 20)** When a formal hearing is agreed upon the Complainant will be required to submit payment of \$100.00 (non refundable) to the Horse Council BC Disciplinary committee.
- 21)** The Discipline Committee shall consist of the President (or the President's appointed person) as Chair, one Coach or Official from a different equestrian discipline than the complainant's, one Coach or Official from another Sport, the VP Education or VP Competitions. The Executive Director of HCBC will be the recording secretary.
- 22)** The Discipline committee will meet either in person or by teleconference and respond within 30 days of the written complaint being received by the HCBC office.
- 23)** Disciplinary action may include, but is not limited to:
 - a. A verbal apology
 - b. A written apology
 - c. A letter of reprimand from Horse Council BC to be placed in their file
 - d. A fine or levy
 - e. Referral to counseling
 - f. Sensitivity training
 - g. Directed education
 - h. Removal of certain privileges of membership
 - i. Temporary suspension of membership or active status
 - j. Expulsion from membership in Horse Council BC, become a Member not in Good Standing

- 24)** The Discipline Committee will send a letter of notice regarding the outcome of the hearing to all parties
- 25)** The Discipline Committee's decision may be appealed. All appeals will be at the Appellant's expense and will be taken to Sport BC for a decision. The decision of Sport BC is final. Grounds for an appeal may include:
- a. HCBC failing to follow procedures set out in the Coach and Official's Discipline Policy.
 - b. The Disciplinary Committee's decision was influenced by bias
 - c. The Disciplinary Committee's decision was based on a misunderstanding of the evidence.
 - d. The Disciplinary Committee's decision was unreasonable based on the facts and circumstances.
- 26)** Confidentiality is of utmost importance for the protection of all persons involved.

Approved November 17, 2007, Board of Director's meeting

***HORSE COUNCL OF BRITISH COLUMBIA
FREEDOM OF INFORMATION AND PROTECTION
OF PRIVACY***

POLICY AND GUIDELINES

***FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT (RSBC
1996) CHAPTER 165:***

PERSONAL INFORMATION PROTECTION ACT – BILL 38 -- 2003

PURPOSE:

This document is to serve as a guideline and policy for staff, directors and members when delivering programs and services on behalf of HCBC. The guidelines are prepared to assist staff, directors and members to administrate the provisions of the Freedom of Information and Protection of Privacy Act (FIPPA) and the Personal Information Protection Act (PIPA) for the Province of BC.

The purposes of the FIPPA and PIPA are to make public bodies more accountable to the public and to protect personal privacy by

- (a) giving the public a right of access to records***
- (b) giving individuals a right of access to and a right to request correction of person information about themselves.***
- (c) specifying limited exceptions to the rights of access***
- (d) preventing the unauthorized collection, use or disclosure of personal information by public bodies and***
- (e) providing for an independent review of decisions made under the Act.***

FREEDOM OF INFORMATION CO-ORDINATOR

Horse Council of BC will adopt a position of FIPPA Co-coordinator within the society. The President in consultation with the Executive committee will appoint a person to full the responsibilities of FIPPA Co-coordinator. This position may be held in conjunction with other duties.

FIPPA Co-coordinator will have the following duties and be responsible for:

- (a) responsible to receive, comply and act upon all FIPPA and PIPA requests received from individuals.*
- (b) responsible to receive, comply and act upon all requests or complaints from the Office of the Information & Privacy Commissioner for British Columbia.*
- (c) will maintain a working knowledge of FIPPA and PIPA as its provisions apply to HCBC*
- (d) will maintain a written copy of FIPPA and PIPA for reference.*
- (e) will act as a resource for FIPPA and PIPA for directors and staff.*
- (f) responsible to ensure documents are collected, used, stored, maintained and disposed of in accordance with the provisions of FIPPA and PIPA.*
- (g) responsible for the security and storage of sensitive documents such as criminal records, employment resume etc.*
- (h) responsible for access to information after a request is received and arrangements for personal attendance if required.*
- (g) other related duties dealing with FIPPA and PIPA as may arise.*

POLICY:

- (a) HCBC will not collect or use personal information of members or employees without the consent of the individual unless otherwise provided in FIPPA and PIPPA.*
- (b) HCBC will ensure the provisions of FIPPA and PIPA are maintained during the development and maintenance of all programs.*
- (c) HCBC Bylaws Section 30 states "Lists of member shall not be available for sale or general public distribution"*
- (d) HCBC may require an applicant who makes a request for documents to pay a fee for the services rendered. Such fees may include but not restricted to; locating, producing, shipping, handling or photocopy of the records.*
- (e) FIPPA Coordinator will not respond to requests unless submitted in accordance this policy or with FIPPA and PIPA.*
- (f) FIPPA Coordinator will respond to requests submitted in the following manner:
- the applicant must make a written request*

- *the request must provide sufficient detail to enable the coordinator to identify the records sought.*
- *the request provides written proof of the authority of the applicant to make the request.*
- *the request is submitted to HCBC as the society which has custody and control of the documents.*
- *The applicant must ask for a copy of the record or to examine the record.*
- (g) HCBC will not allow records to be removed from its custody or control. Every applicant requesting to examine records will be administrated and supervised by FIPPA Coordinator at the offices of HCBC.*
- (h) Original documents in the custody or control of HCBC will not supplied to an applicant. A photocopy will be made and “certified true” if required. Appropriate fees may apply.*
- (i) HCBC will forward or supply documents to a Third Party only on request of a member.*
- (j) HCBC will review and amend FIPPA procedures and policy as required*

BEST PRACTICES

- *Always write as if the public will have access to the information being collected*
- *Collect accurate, timely and relevant information for the task at hand*
- *If personal information is not required – do not collect it.*
- *Establish responsible keepers for personal information collected*
- *Engage in as much informed consent and subject notification as possible.*
- *Remember any information about a member is considered personal information and must be treated as such.*
- *Remember any member may restrict the amount or type of information that may be released to the general public or subject to publication.*
- *Programs being developed or surveys being conducted will be designed with FIPPA in mind. Information should reflect the purpose and collection of information towards the value and use of the information.*

DUTY TO INFORM:

The FIPPA requires all individuals being serviced by staff or directors to be informed of the following regarding the collection and use of their personal information.

- (a) type of personal information that will be collected***
- (b) reasons the information is being collected (i.e. administration of programs, membership or coaching requirements etc.)***
- (c) people who will have access to and use this information (i.e. staff, directors, analysis etc)***
- (d) the information will be used only for the purposes for which it was collected.***
- (e) after services are complete the individual's information is returned, stored or archived for an appropriate length of time.***
- (f) individual's have a right to and expectation of privacy.***

PERSONAL INFORMATION – DEFINED

Personal information means recorded information about an identifiable individual, including:

- (a) the individual's name, date of birth, social insurance number, health care number, address, telephone number, fax number, emails address etc.***
- (b) The individual's race, national or ethnic origin***
- (c) age, sex, sexual orientation, marital status, or family status of the individual***
- (d) Information about the individual's health or health history***
- (e) anyone else's opinions about the individual, and the individual's personal views or opinions unless they are about someone else:***
- (f) personal information is information pertaining to an identifiable individual.***

A RECORD – DEFINED

- (a) a record is defined as any information recorded or stored by any means whether in hard copy or in electronic format. A record includes books, documents, maps, drawings, photographs, letters, vouchers, papers and information that is stored on an electronic database.***
- (b) Records do not have to be specifically identified in a contract to be subject to the FIPPA if they are requested.***
- (c) Under the FIPPA, the term record includes anything “..on which information is recorded or stored by graphic, electronic, mechanical or other means.***
- (d) Any and all material and personal records held by HCBC whether complete or incomplete belong to HCBC and must be returned to HCBC when services to a person has ceased.***

- (e) Information recorded about a person must be factual.*
- (f) Opinions, if recorded on a persons file are to be noted as such and must pertain to the person.*
- (g) Under FIPPA, persons have the right to request any of their personal information that has been collected by HCBC subject to exceptions under FIPPA*

Office of the information & Privacy Commissioner for B.C.

The Office of the Information and Privacy Commissioner (OIPC) is independent from government and monitors and enforces British Columbia's Freedom of Information and Protection of Privacy Act (FIPPA) and Personal Information Protection Act (PIPA). FIPPA allows access to information held by public bodies such as government, hospitals, universities etc and determines how public bodies may collect, use and disclose personal information. PIPA sets out how private organizations such as businesses, associations, charities etc. may collect, use and disclose personal information.

Website is located at <http://www.oipc.org/> The website displays "Legislation" on the right hand side. Click on "Legislation" and the electronic printable version of both Acts are available

HORSE COUNCIL B.C
BOARD MEMBER POLICIES AND PROCEDURES MANUAL

Section 4
STRATEGIC PLAN

HCBC Strategic Plan

Reviewed: November 2009

This strategic plan identifies 5 areas of strategic value.

Board needs to come together on behalf of all (not on behalf of clubs, affiliates, zones, etc). Horse council operates on behalf of the equine interests of our members.

1. A VOICE FOR AND LOBBY ON BEHALF OF THE EQUINE INTERESTS OF OUR MEMBERS
2. A RESOURCE FOR PRESERVING, EXTENDING AND DEVELOPING ACCESS TO TRAIL AND PUBLIC LANDS
3. EDUCATION / INFORMATION RESOURCE FOR EQUINE RELATED ACTIVITIES
4. PROVIDE ACCESS TO HCBC GROUP INSURANCE PRODUCTS FOR EQUINE RELATED ACTIVITY AND OTHER MEMBER SERVICES
5. DEVELOPMENT AND ADMINISTRATION OF COMPETITIONS (LOCAL & PROVINCIAL)

**HORSE COUNCIL B.C
BOARD MEMBERS HANDBOOK**

**Section 5
CONSTITUTION & BYLAWS**

Constitution
Bylaws

HORSE COUNCIL BC

Constitution and By-laws
Approved Revisions November 18, 2006



**HORSE COUNCIL
BRITISH COLUMBIA**

27336 Fraser Hwy
Aldergrove, BC V4W 3N5
Approved at AGM - Fall 2006

HORSE COUNCIL OF BRITISH COLUMBIA CONSTITUTION

1. The **Name of the Society** shall be HORSE COUNCIL OF BRITISH COLUMBIA
(Hereinafter referred to as the “Society”)

2. The **Objectives of the Society** shall be:
 - a) To provide a coordinating body to serve all equestrian and equine interests in all aspects except pari-mutuel racing.
 - b) To foster and stimulate interest in equestrian sports.
 - c) To encourage and facilitate communication among horse owners.
 - d) To encourage and facilitate educational programs for horse owners and persons associated with the industry.
 - e) To support and stimulate interest in horse breeding and all other aspects of the horse industry.
 - f) To guard the well-being of horses and the interests of horse owners.
 - g) To accept, receive and take by devise, bequest or gift and to hold, possess and enjoy for the objectives of the Society, donations, gifts, grants and bequests upon such trusts and terms as the donor or donors may prescribe.
 - h) To provide and maintain liaison with horse organizations at all levels, provincially, nationally or internationally.

3. On dissolution of the Society and after payment of all debts and liabilities, the remaining assets of the Society shall be distributed to such charitable British Columbia organization or organizations as may be decided by the members aforesaid.

4. The Society business shall be carried on without purpose of gain for its members, and any profits or other accreditations to the Society shall be used for promoting its objects.

5. Clauses 3 and 4 are unalterable

BY-LAWS Part I - Interpretation

Section 1 - Definitions

- a) In these bylaws, unless the context otherwise requires,
- (i) "Act" means the Society Act of British Columbia from time to time in force and all amendments to it
 - (ii) "directors" means the board of directors of the Society for the time being;
 - (iii) "horse" for the purposes of this document shall mean a horse, pony, donkey, mule or zebra.
 - (iv) "member" means a member of the Society as listed in the register of members of the Society, and unless the context otherwise requires, includes individual members, *family members*, club members, affiliate members and business members
 - (v) "Member in Good Standing" means an individual (Section 3 (a)), Family (Section 3 (e)), Affiliate (Section 3 (b)), Club (Section 3 (c)), or Business (Section 3 (d)), has completed and submitted the prescribed membership application; the application has been approved by the Board of Directors, and prescribed fees, as required from time to time, have been paid. Such members undertake to uphold this Constitution and abide with the by-laws as set out herein.
 - (vi) "registered address" of a member means their postal, email, or fax address, or other as permitted by the Societies Act, as recorded in the register of members.
- b) The definitions in the Act on the date these bylaws become effective apply to these bylaws.

Section 2

Words importing the singular include the plural and vice versa, and words importing a male person include a female person and a corporation.

PART II - Membership

Section 3

There shall be five (5) different classes of members as follows:

- a) Individual Members,
- (i) All senior individual members shall pay fees to the Society in accordance with Section 5 herein and shall automatically be voting members of the Zone in which they reside.
 - (ii) All junior individual members (under 18 as of January 1st of the current calendar year) shall pay fees to the Society in accordance with Section 5 herein. Junior individual members shall not be eligible to vote nor hold office in the Society.
- Or
- b) Affiliate Members,
- (i) Equestrian and equine associations with headquarters in British Columbia and provincial branches of national equestrian and equine associations with a province-wide membership may become members of the Society upon payment of fee to the Society for membership in accordance with Section 5 herein.
 - (ii) Each such member shall be represented by one delegate to the Society who shall be a director of the Society and have voting rights.
- Or
- c) Club Members,
- (i) Local equestrian or equine organizations may become members of the Society upon payment of a fee to the Society for membership in accordance with Section 5 herein. Such local clubs shall be a member of the Zone in which the majority of its members reside.

- (ii) Each such Club (Zone) Member shall be represented by one voting delegate to the local Zone Council.

Or

d) Business Members,

- (i) Business members representing equestrian goods, service suppliers, breeders, trade and industry representatives upon payment of fee to the Society for membership in accordance with section 5 herein shall be recognized as Business members.
- (ii). Business members may not vote or hold office.
- (iii) Business members shall receive recognition at levels as determined by the Directors
- (iv) Business members may participate in the member programs of the society.

Or

e) Family Members

- (i) Family members shall pay fees to the Society in accordance with Section 5 herein.
- (ii) Family memberships are open to one or two adults and all children under the age of 18, residing at the same address on January 1st of the current year.
- (iii) One adult shall be designated as a voting member.

Section 4 - Rights and Privileges

The rights and privileges of members shall be defined as follows;

- (a) Junior Individual members shall enjoy all rights and benefits with the exception of the right to vote or hold office and such other restrictions as may from time to time be authorized by resolution of the directors

Section 5 - Fees

- a) The directors may, by ordinary resolution, establish;
 - i. Annual dues for each class of membership which shall be payable not less than thirty (30) days prior to the date of the annual general meeting of the Society;
 - ii. initiation fees;
 - iii. a reinstatement fee in respect of persons whose memberships have ceased as a result of failure to pay or any subscription imposed pursuant to these bylaws; and
 - iv. such other subscriptions as are deemed appropriate or necessary and which the board does not by these bylaws have the power to establish.

Section 6 - Termination of Membership

A person ceases to be a member of the society

- a) By delivering his or her resignation in writing to the secretary of the society or by mailing or delivering it to the address of the society
- b) On his or her death or, in the case of a corporation, on dissolution
- c) On being expelled, or
- d) On having been a member not in good standing for 12 consecutive months
 - 1. A member may be expelled by a special resolution of the members passed at a general meeting
 - 2. The notice of special resolution for expulsion must be accompanied by a brief statement of the reasons for the proposed expulsion
 - 3. The person who is the subject of the proposed resolution for expulsion must be given opportunity to be heard at the general meeting before the special resolution is put to a vote

PART III – Meetings of Members

Section 7 - Zone Councils

- a) Zone Councils shall be established to encourage Zone and local activities of the Society in eight (8) geographic areas of the Province designated by the Sport and Recreation Division of the Ministry of Municipal Affairs, Recreation and Culture, namely,
 - Zone 1 - Kootenays
 - Zone 2 - Okanagan
 - Zone 3 - Fraser Valley
 - Zone 4 - Delta - Richmond - Burnaby
 - Zone 5 - Vancouver - Squamish
 - Zone 6 - Vancouver Island
 - Zone 7 - North West
 - Zone 8 - North East
- b) Amendments to Part III Section 7(a), such as creation of new Zone Councils and/or changes to areas constituting Zone Councils as may be required to improve communications or program coordination, shall be proposed by the directors as special resolutions to a general meeting of the Society after consultation with and acceptance by members of the areas concerned and such amendments shall be filed with the Registrar.
- c) Individual members residing in each Zone and Club Members within the Zone shall be members of the Zone Council. Each such voting member shall be entitled to one (1) vote at meetings of the Zone Council.
- d) Individual members and delegates of member Clubs or organizations of the Zone Council shall, call a regional general meeting held at least thirty (30) days before the annual general meeting of the Society, elect from amongst themselves the following officers:
 - i) A President or Chairperson
 - ii) A Vice-Chair
 - iii) A Secretary/Treasurer
 - iv) Two (2) Delegates to the Society who shall be directors of the Society for a two (2) year term, with alternating terms of election.
 - v) A quorum for a Zone Council meeting be 10 members, but if a quorum is not in attendance the election should proceed. Following a review of the minutes and the election process, the current Horse Council Executive may approve the results.
- e) The Zone Council shall promote Horse Council to the equine community in their zone, encourage, organize and assist equestrian and equine activities in its own Zone; however, the performance of its objectives, priorities and programs shall be consistent with the policies and rules of the Society.

Section 8 - Meetings of the Society

- a) General meetings of the Society, including the annual general meeting, shall be held at the time and place, in accordance with the Act, that the directors decide. Unless there are exceptional circumstances, the AGM shall be held in the spring
- b) Special general meetings may be called for a particular purpose on the written request of ten (10) per cent or more members. The meeting must be held within 45 days of receipt of notice to the Horse Council office
- c) Notice of a general meeting or a special general meeting to members, shall specify the place, day and hour of meeting, and in the case of special business, the general nature of the business.
 - (i) Minimum notice of such meeting shall be twenty-one (21) days, sent in writing to each member personally by technological means or post mail to registered address
 - (ii) Only those members deemed to be in Good Standing shall be entitled to vote.
 - (iii) Voting at annual general meetings or special general meetings shall be by written ballot or show of hands of members present who are entitled to vote.

d) Providing less than one (1) percent of the entitled voting members as of the date of the meeting did not receive notice of meeting; accidental omission, to give notice to or the non-receipt of notice does not invalidate the proceedings at that meeting

PART IV – Directors and Officers

Section 9

The affairs of the Society shall be managed by a board of not less than twenty (20) or not more than fifty (50) directors which shall be elected or appointed every two (2) years and shall consist of the following:

- a) Two (2) directors from each Zone Council as per Part III, Section 7.
- b) One director delegated by each affiliated equestrian association as per Part III, Section 7.
- c) Up to a maximum of three (3) directors-at-large may be elected from among the general membership for a two (2) year term.
- d) Where there are no directors available to fill Executive positions requiring special expertise, up to two (2) members in good standing shall be appointed to the Executive Committee by the Board of Directors. Terms for appointed positions are the same as for elected
- e) A director who represents a Zone Council or an Affiliate Member if by reason of death, or moving out of the district he represents or out of the Province or by ceasing to be a member of the organization he represents, will immediately cease to be a director.
- f) In the event of a vacancy on the Board of Directors in an affiliate/zone elected Director position, replacement for the remainder of the term may be made by the appointing affiliate/zone organization.
- g) No director shall be remunerated for being or acting as a director but a director may be reimbursed for all expenses necessarily and reasonably incurred by him while engaged in the affairs of the Society.
- h) Conduct deemed prejudicial to the interests of the society which includes but is not limited to a director not participating in 3 consecutive Board of Directors meetings or convictions for fraud or other indictable offences may result in removal as a Director.

PART V - Indemnities

Section 10

Subject to the Act, every director or officer or other person who has undertaken or is about to undertake any liability on behalf of the Society, and their heirs, executors and Executive Directors and estate and effects respectively, shall from time to time and at all times, be indemnified and saved harmless out of the funds of the Society, from and against;

- a) all costs, charges and expenses whatsoever which such director, officer or other person sustains or incurs in or about any action, suit or proceedings which is brought, commenced or prosecuted against him, or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by him, in or about the execution of the duties of his office or in respect of any such liability;
- b) all other costs, charges and expenses which he sustains or incurs in or about or in relation to the affairs thereof, except such cost, charges or expenses as are occasioned by his own willful neglect or default.

PART VI – Proceedings of Directors

Section 11

The directors of the Society shall exercise all powers as are consistent with the purposes and bylaws of the Society and the Act, including but not limited to;

- a) Enlistment and employment of an Executive Director

Section 12

The directors should meet annually in the spring for an annual general meeting and at any other time and place as they see fit. The President, or in his/her absence one of the VP's named by the President shall chair all meetings of the directors.

Section 13

A meeting of the directors shall be convened at the call of the President or upon the written request of three (3) directors, to Horse Council office. The meeting must be held within 14 days of the request by directors.

Section 14

The F.E.I Disciplines/Competition committee shall be chaired by a vice-president who has a relevant background experience in the respective responsibilities.

Section 15

The Competition committee shall be responsible for the administration and enforcement of National rules.

Section 16

A resolution in writing, signed by the majority of the directors and placed with the minutes of the directors is as valid and effective as if regularly passed at a meeting of directors.

Section 17

- The directors at the fall meeting shall elect from amongst their number a president, up to five
- a) {5} vice-presidents, a secretary and a treasurer, who shall be the officers of the Society These officers shall form the Executive Committee of the Society, which shall act for and in the name of the Board in the day to day management of the affairs of the Society. The Past President shall serve at the pleasure of the President for one year.
 - b) The following positions shall be elected in the even years.
 - i. President
 - ii. Treasurer
 - iii. VP of FEI & Competition
 - iv. VP of Education
 - c) The following positions shall be elected in the odd years.
 - i. VP of Membership and Marketing
 - ii. VP of Recreation
 - iii. VP of Horse Industry
 - iv. Secretary
 - d) In the event of a resignation or removal of one of the officers of the Society the Executive Committee may appoint a member in good standing to the position until the next directors meetings.

Section 18

The president shall preside at all meetings of the Society and the directors. The president is the chief executive officer of the Society and shall supervise the other officers in the execution of their duties.

- a) The President's period of office shall be a two (2) year term and limited to 2 terms (four consecutive years). After an absence of two (2) years the person may hold office for another term.
- b) Each Vice President, Treasurer, Secretary shall hold office for a term of two (2) years or less if elected mid-term
- c) No member shall serve on the Executive committee for more than eight (8) consecutive years, except the immediate past president.
- d) After eight (8) years, a member shall step down for one term (two years) before seeking re-election to the Executive Committee.

PART VII – Duties of Officers

Section 19

The vice presidents shall exercise all those responsibilities which are assigned them and in the absence of the president one of them shall be appointed by the president or the directors to perform the duties and exercise the powers of the president.

Section 20 - The secretary shall:

- a) Issue notices of meetings of the Society and directors;
- b) Keep minutes of all meetings of the Society and directors;
- c) Maintain the register of members, or ensure they are done.

Section 21 - The treasurer shall:

- a) Keep the financial records, including books of account, necessary to comply with the Act, and
- b) Render financial statements to the directors, members and others when required;
- c) Prepare and present appropriate motions concerning banking arrangements and appointment of auditors, or ensure they are done.

Section 22

A quorum for general meetings of members shall be twenty-five (25) members.

Section 23

A quorum for meetings of directors shall be ten (10) or one quarter (1/4) of the total number of directors, whichever is greater.

Section 24

A quorum for meetings of the executive committee shall be five (5) members.

PART VIII – Fiscal Year

Section 25

The fiscal year of the Society shall be January 1st to December 31st.

PART IX - Auditors

Section 26

An auditor shall be appointed at each annual general meeting of the Society.

PART X - Seal

Section 27

The directors may provide a common seal for the Society, which shall be affixed and approved as required in the presence of any two (2) directors.

Section 28

Records of the Society shall be open to inspection only by a member in good standing in the presence of a designated Director or staff member on provision of ten (10) days written, registered notice.

- a) Inspection of records by a member or director shall be restricted to such information not mentioned or listed within the Freedom of Information and Protection of Privacy Act, or Personal Information Protection Act.
- b) A member shall not remove an original document from the Societies records. A photocopy may be made provided such information is mentioned or listed within the Freedom of Information and Protection of Privacy Act, or Personal Information Protection Act. A fee for service will be set and applied to each copy.

Section 29

Lists of members shall not be available for sale or distribution.

PART XII – By-laws

Section 30

These bylaws shall not be altered or added to except by special resolution passed by a majority of not less than seventy-five (75%) percent of the votes cast at the Annual or General Meeting under the following conditions:

- a) Notice of the proposed change(s) must be received by the Secretary of the Society at least 75 days in advance of the Annual or General Meeting.
- b) Each voting member shall be informed of the proposed amendments(s) and provided with a voting form together with any rationale for the proposed amendment(s), including clear and concise instructions for casting and return of said ballot not less than 30 days in advance of the Annual or General Meeting.
- c) If the member wishes to vote by mail, the ballot must be returned to the Office of the Returning Officer at least 5 days in advance of the Annual or General Meeting.
- d) The Returning Officer shall receive, count and keep confidential the results of the mail ballot until the resolution vote has been counted from the floor of the Annual or General Meeting.
- e) The Executive Director shall be the Returning Officer of the Society
- f) A member may vote on the proposed amendment(s) at the Annual or General Meeting, however if a mail ballot has been received from the member, he/she may not vote on the proposed amendment at the Annual or General Meeting.

Section 31

The Society may, upon resolution of the board, charge a fee for providing a copy of the Constitution and Bylaws to a member, such fee not to exceed the amount permitted from time to time by the Act.

Section 32

Robert's Rules of Order revised, latest edition shall prevail for all business not covered by these bylaws.

Section 33

In order to carry out the purposes of the Society the directors may on behalf of and in the name of the Society raise or secure the payment or repayment of money in the manner they decide, and in particular but without limiting that power by the issue of debentures.

- i) A debenture must not be issued without the authorization of a special resolution.

The members may by special resolution, restrict the borrowing powers of the directors, but a restriction imposed expires at the next annual general meeting.

**HORSE COUNCIL BC
BOARD MEMBERS HANDBOOK**

**Section 5-A
BYLAW INTERPRETATION**

Bylaw Interpretation

BYLAW INTERPRETATION

In reference to Section 9 (d): “ *Where there are no directors available to fill Executive positions requiring special expertise, up to two (2) members in good standing shall be appointed to the Executive Committee by the Board of Directors. Terms for appointed positions are the same as elected.*”

Our interpretation of this section of the Bylaws is that if there are no Directors with appropriate expertise willing, or able to stand for election, the Board must look outside its number to find appropriate expertise for the Executive position. Simply being a Director would not give an individual preference for an Executive position which requires special expertise. The process we recommend is as follows: the nominations committee receives the list of positions available for election. They initially contact the Directors, to see who is willing to stand for election. If Directors standing for a position do not have appropriate expertise the nominations committee will look to the general membership for an individual willing to take the position, and bring them forward to the Board for consideration. The Board will then determine who shall serve on the Executive committee.

**HORSE COUNCIL BC
BOARD MEMBERS HANDBOOK**

**Section 6
FINANCIAL INFORMATION**

**Current Budget
General Financial Information**

Horse Council BC 2010 Approved Budget

REVENUE		2010 BUDGET	2009 BUDGET	Notes
1	COACHING	32,000.00	24,000.00	New Coaching modules
2	COMPETITION	38,500.00	22,700.00	New grassroots development
3	SALES	69,500.00	69,500.00	
4	EDUCATION	500.00	1,500.00	limited sales so far
5	HCBC MEMBERSHIP	814,230.00	826,235.00	forecasted at 19,500
6	EC MEMBERSHIP	112,200.00	-	\$5 per member and database lease cost
7	PROJECT REVENUE	15,000.00	15,000.00	breakeven project opportunity
8	RESTRICTED REVENUE	53,000.00	93,000.00	Gaming from \$82,000 to \$24,000, IAF \$25,000
9	OTHER GENERAL REVENUE	111,500.00	135,000.00	Reduction in Bock fund from Provincial Gov
10	TOTAL REVENUE:	1,246,430.00	1,186,935.00	Revenue as been adjusted to 2010 estimates

EXPENSES		2010 BUDGET	2009 BUDGET	
11	PAYROLL	321,648.57	367,561.98	12% reduction in staff hours
12	OTHER STAFF EXPENSE	14,500.00	22,000.00	Reduce staff training
13	EXECUTIVE	6,400.00	8,500.00	executive committee cost
14	DIRECTORS	33,000.00	25,200.00	Board travel, facility, accommodation
15	COMMITTEES	40,000.00	40,889.60	Gaming not available to subsidize
16	OFFICE EXPENSE	137,000.00	117,140.00	
17	ADMINISTRATIVE	81,200.00	109,000.00	bank charges payment processing reduced
18	SUPPLIES	71,900.00	49,000.00	All spending from dept not gaming
19	SUPPORT	15,050.00	72,750.00	zone, reserve, core grants
20	MEMBERSHIP INSURANCE	171,250.00	185,545.00	projected at 19,500 members
21	EC AFFILIATION & MEMBERSH	133,200.00	55,000.00	EC membership, Affiliation \$11,000
22	COACHING	32,000.00	24,000.00	All spending from dept not gaming
23	EDUCATION	1,700.00	-	4-5 new courses
24	COMPETITION	40,000.00	8,000.00	All competition development from departments
25	COST OF GOODS SOLD	54,400.00	53,000.00	
26	PROJECTS	40,000.00	15,000.00	IAF \$25,000 plus break even project
27	GAMING PROGRAM	24,000.00	82,000.00	Grants reduced , summer Games will cost \$20,000
28	TOTAL EXPENSES	1,217,248.57	1,234,586.58	

29	TOTAL REVENUE	1,246,430.00	1,186,935.00	
30	NET INCOME	29,181.43	(47,651.58)	

GENERAL FINANCIAL INFORMATION

General Financial Information

Horse Council's Fiscal year is January 1st to December 31st.

Each year Horse Council BC is subject to an external audit performed by an outside accounting firm. This audit is a requirement of the Provincial Government and their assistance (grant) program.

HORSE COUNCIL B.C.
BOARD MEMBER POLICIES AND PROCEDURES MANUAL

Appendix A
DETAILED JOB DESCRIPTIONS

The Zone Director's Role
Zone Director's Task List
Affiliate Director's Task List
Executive Job Descriptions
Committee Responsibilities

The Zone Director's Role

The province is divided into eight geographic regions, based on the BC Summer Games regions. They are:

Zone 1	Kootenays
Zone 2	Okanagan
Zone 3	Fraser Valley
Zone 4	Delta
Zone 5	Vancouver
Zone 6	Island
Zone 7	North West
Zone 8	North East

The basic structure starts with individual and club members, who annually elect officers as outlined in the Horse Council BC Bylaws. Each Zone is entitled to elect two delegates to the Horse Council Board of Directors, who then represent the concerns of the Zone members to the board.

The organization structure suggests the establishment of certain officers and committees in parallel with the Horse Council BC organizational structure. The establishment of these officers and committees is intended to encourage a close liaison between the Zones and the provincial organization.

Zone activities may be planned to involve individual and club members; to assist young and new riders; to encourage greater proficiency in equestrian activities; to encourage certification of all equestrian coaches; or to encourage and support special interest activities, e.g. riding, breeding, competitions, etc.

The Zones are not legal entities in themselves. The ultimate financial and legal responsibility for all activities conducted in the name of Horse Council rests with the Directors (the members of which include the two representatives from each Zone).

Income to the Zone accounts, which is held in trust by Horse Council BC, comes primarily from the Zone portion of the membership fees, which is determined by Board resolution. However, there may be other fund-raising opportunities for the Zones, such as special equestrian activities organized specifically to benefit the Zone.

The Zone executive is encouraged to prepare an annual operating budget as a guide for its year's operations. This will assist the office in complying with Zone direction regarding payment of expense items. The office and the Horse Council Treasurer are available to assist local treasurers in preparation of budgets, etc.

ZONE DIRECTOR'S TASK LIST

Approved November 17, 2007 Board of Director's meeting

Zone Director's Task List

This would be an addendum to the material in the board handbook already. The following items have been proposed as task lists for Zone Directors.

- Represent and promote HCBC within your zone
- Attend events in the zone where possible as a representative of HCBC
- Create a Zone Executive that meets the needs of the zone
- Take calls/letters/emails from constituents, and take appropriate action i.e., forward to Zone VP, HCBC Executive VP, or HCBC office if needed
- Write zone reports for meetings in conjunction with the members of the Zone Executive
- Create and submit budget for zone activities within the relevant guidelines
- Distribute zone funding under the relevant guidelines
- Consult with all BC Games officials to promote/organize zone involvement in all BC Games with potential equestrian involvement
- Keep HCBC Executive and HCBC office apprised of relevant issues developing within the zone
- Meet with other zone chairs and the VP of Membership & Marketing as scheduled
- Recruit another Zone Representative if you are going to serve on the HCBC Executive
- Plan for succession within the zone

Required duties as a representative to the HCBC Board of Directors

- Report on zone activities and concerns during the BOD meetings
- Bring your expertise and personal perspective to bear on the issues of the day as discussed at the BOD meetings
- Participate as a BOD member in committees and working groups

The following items are suggested activities for Zone Directors

- Attend meetings for clubs and affiliates in the zone
- Communicate via such meetings, HCBC programs, and services
- Take note (via such meetings) of club/affiliate concerns, or questions and forward to the HCBC office or the appropriate Zone VP or HCBC Executive VP
- Post HCBC posters in barns and other suitable locations within the zone
- Populate municipal or district committees in relevant areas in your zone
- Meet with your local representative at all levels of government to apprise them of the issues and opportunities in the industry

AFFILIATE DIRECTOR'S TASK LIST

Approved November 17, 2007 Board of Director's meeting

Affiliate Director's Task List

Duties as Representative to the HCBC Board of Directors

- Represent and promote HCBC to your Affiliate
- Attend and report on Affiliate activities and concerns during the HCBC Board of Director meetings
- Bring your expertise and personal perspective to bear on the issues of the day
- Bring Affiliate concerns or questions to the board meeting, or forward them to the office or the appropriate VP
- Take calls/letters/emails from members; deal with them and forward information to the appropriate VP, or refer to VP if not able to help/respond
- Maintain an information column for HCBC information in all Affiliate newsletters
- Insure that your members post HCBC posters in barns and other suitable locations
- Provide Affiliate reports on HCBC activities to their Affiliate boards

Suggested tasks when possible

- Plan for succession within the Affiliate (i.e.: an Alternate Director should the director be unavailable to attend an HCBC board meeting)
- Have members attend HCBC zone meetings
- Attend events in the province as a representative of HCBC when possible
- Communicate via meetings, HCBC programs, and services
- Meet with your local government representatives
- Maintain communication of HCBC information within Affiliate
- Encourage your members to post HCBC promotional material in barns and other suitable locations
- In conjunction with zone, populate municipal committees in relevant areas in area relevant to your membership

EXECUTIVE JOB DESCRIPTIONS

Approved March 2007 Board of Director's meeting



HORSE COUNCIL OF BRITISH COLUMBIA Director Profile

POSITION:	PRESIDENT
ACCOUNTABLE TO:	Board of Directors
FUNCTION:	To provide leadership and direction to the membership and the governing board of the organization by ensuring that all Directors understand and exercise their responsibilities with regard to the management of the organization's programs and finances. Works closely with the Executive Director, supporting the Executive Director in management of operations.

DUTIES & RESPONSIBILITIES:	<ul style="list-style-type: none"> ■ Maintain the confidentiality of any information given to Board of Directors ■ Act as principal executive officer of the organization ■ Supervise the Executive Director ■ Facilitate communication between board and staff ■ Preside over all regular and special board meetings ■ Act as principle spokesperson for the organization ■ Preside over Executive Committee meetings ■ Supervise standing committee chairpersons ■ Assist in orientation of the Directors ■ Ensure board follow-through on all assigned tasks ■ Maintain current knowledge of programs/activities and projects ■ Sign with other appropriate officers corporate and legal documents
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QUALIFICATIONS & REQUIREMENTS	<ul style="list-style-type: none"> ■ Accessibility: The ability to devote ten to twenty hours per month to organizational activities ■ Excellent communication skills in oral and written self-expression ■ Proven leadership ability ■ Knowledge of and skills in planning and non-profit management; ability to integrate vision with reality ■ Ability to facilitate meetings ■ Commitment to the purpose and programs of the organization, and knowledge of current organizational activities and procedures ■ Ability to work in a team and, where appropriate, to delegate responsibility
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Qualifications & Requirements cont'd

	<ul style="list-style-type: none"> ■ Knowledge of issues, community and constituencies ■ Patience ■ Creativity ■ Vision
TIME COMMITTMENTS	<ul style="list-style-type: none"> ■ Monthly executive conference calls or face to face meetings ■ Bi-annual Board of Director meetings
TERM:	Maximum four years – elected in the even years



HORSE COUNCIL OF BRITISH COLUMBIA Director Profile

POSITION:	TREASURER
ACCOUNTABLE TO:	President, Executive and Board of Directors
FUNCTION:	The Treasurers main role is to supervise the financial business of the organization. The role is carried out with the support of the finance staff person and the Finance Committee.

DUTIES & RESPONSIBILITIES:	<ul style="list-style-type: none"> ▪ Maintain the confidentiality of any information given to Board of Directors ▪ To work within the policy framework established by the Board of Directors ▪ Provide a monthly financial report to be submitted at each executive meeting ▪ Attend all regular and special board meetings and participate in proceedings ▪ Serve on at least one committee and actively participate in meetings of the committee (finance) ▪ Work directly with the bookkeeper in developing and implementing financial procedures and systems ▪ Maintain loyalty to the organization ▪ Ensures financial procedures are meeting the needs of the organization ▪ Preparation of the annual Horse Council budget ▪ Ensures legal audit requirements are met ▪ Oversees the preparation of the annual budget and monitor its implementation ▪ Determines and enforces Financial Policy ▪ Fulfill commitments within the agreed upon deadlines ▪ Oversees the financial wellbeing of the organization
TIME COMMITMENTS	<ul style="list-style-type: none"> ▪ Monthly executive conference calls or face to face meetings ▪ Bi-annual Board of Director meetings
TERM:	Elected in even years, two year term – four terms maximum



HORSE COUNCIL OF BRITISH COLUMBIA

Director Profile

POSITION:	VICE-PRESIDENT COMPETITIONS
ACCOUNTABLE TO:	President, Board of Directors
FUNCTION:	To supervise with the Executive Director ongoing competitive programs and projects, and to provide leadership in the development of new and innovative competitive programs and projects with the help of staff.

<p>DUTIES & RESPONSIBILITIES:</p>	<ul style="list-style-type: none"> ■ Maintain the confidentiality of any information given to the Board of Directors ■ To work within the policy framework established by the Board of Directors ■ To provide a monthly report to be submitted at each executive meeting ■ To attend all regular and special board meetings and participate in proceedings ■ To serve on at least one committee, and to actively participate in meetings of the committee (Provincial Medications Control) ■ To act as a liaison between show organizers and provincial discipline groups ■ Maintain loyalty to the organization ■ To serve as an advocate of the organization ■ To liaise with competition organizers and provincial groups ■ To ensure that there are no date conflicts with competitions (problems can usually be dealt with by having a face to face meeting) ■ Fulfill commitments within the agreed upon deadlines ■ To be accessible to staff and other directors as needed ■ To assist with dispute resolution between various groups relating to competition ■ To be in charge of all national and provincial officials, ensuring continuity between competitions and officials ■ To ensure that drug regulations and the administration of the provincial regulations are adhered to
<p>EQUINE CANADA Related</p>	<ul style="list-style-type: none"> ■ Must attend Equine Canada meetings to ensure there is a high standard of officials ■ Ensures provision of clinics for upgrading of officials within the province ■ Ensures provisions of clinics for officials within the province to ensure there is a high standard of officials

QUALIFICATIONS & REQUIREMENTS

- To ensure that all drug testers have proper identification
- To ensure that all drug testers are current with all regulations pertaining to equine medication
- If possible, endeavor to meet with staff of the drug testing lab on a yearly basis
- Must be a board member who represents Equine Canada
- Must have some background in provincial and national competitions
- To sit on the Provincial Medications Control Committee
- Must have the ability to work in a team and delegate responsibility if necessary
- Must have knowledge of and commitment to the purpose and programs of the organization
- Must have the ability to work under pressure and maintain a calm focus
- Must have the ability to meet deadlines
- Must have excellent communication skills
- Must have vision
- Must have the ability to facilitate meetings
- Must have reliable email access and a willingness to use it

<p>TIME COMMITMENTS</p>	<ul style="list-style-type: none"> ■ Monthly executive conference calls or face to face meetings ■ Bi-annual Board of Director meetings
<p>TERM:</p>	<p>Elected in even years, two year term – four terms maximum</p>



HORSE COUNCIL OF BRITISH COLUMBIA Director Profile

POSITION:	VICE-PRESIDENT EDUCATION
ACCOUNTABLE TO:	President, Board of Directors
FUNCTION:	To supervise and provide leadership in educational activities. To develop new programs for the education of horse owners and industry professionals.

DUTIES & RESPONSIBILITIES:	<ul style="list-style-type: none"> ■ Maintain the confidentiality of any information given to Board of Directors ■ To work within the policy framework established by the Board of Directors ■ Provide a monthly report to be submitted at each executive meeting ■ Attend all regular and special board meetings and participate in proceedings ■ To sit on various committees as required (Coaching, Education, Discipline and National committees) ■ Be accessible to staff and other Board Directors as needed ■ Maintain loyalty to the organization ■ Provide consultation for the staff responsible to carry out education tasks and act as a resource ■ To proof all Horse Council education material ■ To supervise the development of online learning modules ■ Liaise with coaching development programs for Level 1 and 2 (English, Western, Driving, Vaulting, and Cantra) ■ To facilitate and encourage communication and the exchange of information between horse-related persons and bodies ■ Assist with the development of an annual budget for educational spending ■ Set policies regarding educational opportunities, grants, and professional practices ■ Establish new and promote ongoing safe, responsible practices for equestrian activities to EC/HCBC standards ■ Encourage and develop educational materials such as videos, brochures, etc. with assistance of staff ■ Help promote the educational events that HCBC sponsors ■ Fulfill commitments within the agreed upon deadlines
QUALIFICATIONS & REQUIREMENTS	<ul style="list-style-type: none"> ■ Must have the ability to lead and delegate responsibility ■ Must have knowledge of and commitment to the purpose and programs of the organization ■ Must have the ability to work under pressure and maintain a

	<p>calm focus</p> <ul style="list-style-type: none"> ■ Must have the ability to meet deadlines ■ Must have excellent communication skills ■ knowledge base of positional requirements ■ Must have vision ■ Must have the ability to facilitate meetings ■ Must have the ability to work in a team setting ■ Must have reliable email access and a willingness to use it
TIME COMMITMENTS	<ul style="list-style-type: none"> ■ Monthly executive conference calls or face to face meetings ■ Bi-annual Board of Director meetings
TERM:	Elected in even years, two year terms – four terms maximum



HORSE COUNCIL OF BRITISH COLUMBIA Director Profile

POSITION:	VICE-PRESIDENT RECREATION
ACCOUNTABLE TO:	President, Board of Directors
FUNCTION:	To supervise with the Executive Director ongoing recreational programs and projects and provide leadership in the development of new and innovative recreational programs and projects with the assistance of staff.

DUTIES & RESPONSIBILITIES:	<ul style="list-style-type: none"> ■ Maintain the confidentiality of any information given to Board of Directors ■ To work within the policy framework established by the Board of Directors ■ Provide a monthly report to be submitted at each executive meeting ■ Attend all regular and special board meetings and participate in proceedings ■ Serve on at least one committee and actively participate in meetings of the committee (Trails & Access) ■ Be accessible to staff and other Board Directors as needed ■ Maintain loyalty to the organization ■ To serve as an advocate for trail and right-to-ride issues ■ Serves as a liaison for other users with whom recreational equestrians share the trails ■ To promote the benefits of horsemanship for equestrians ■ To liaise with government to ensure the longevity of horses as a recreational sport and part of the life style of British Columbians ■ Serve as an advocate of the organization ■ Fulfill commitments within the agreed upon deadlines ■ To serve as a resource person for groups or individuals interested in or affected by recreational equestrian activities ■ To seek ways to expand recreational equestrian opportunities and raise the public profile of recreational activities for equestrians and their equine companions
QUALIFICATIONS & REQUIREMENTS	<ul style="list-style-type: none"> ■ Must have the ability to lead and delegate responsibility ■ Must have knowledge of and commitment to the purpose and programs of the organization ■ Must have the ability to work under pressure and maintain a calm focus ■ Must have the ability to meet deadlines ■ Must have excellent communication skills

	<ul style="list-style-type: none"> ■ Must have vision ■ Must have the ability to facilitate meetings ■ Must have the ability to work in a team setting ■ Must have a reliable email address and a willingness to use it
TIME COMMITMENTS:	<ul style="list-style-type: none"> ■ Monthly executive conference calls or face to face meetings ■ Bi-annual Board of Director meetings
TERM:	Elected in odd years, two year term – four terms maximum



HORSE COUNCIL OF BRITISH COLUMBIA Director Profile

POSITION:	VICE-PRESIDENT INDUSTRY
ACCOUNTABLE TO:	President, Board of Directors
FUNCTION:	To supervise with the Executive Director ongoing industry programs and projects, and to provide leadership in the development of new and innovative industry programs and projects with the help of staff.

DUTIES & RESPONSIBILITIES:	<ul style="list-style-type: none"> ■ Maintain the confidentiality of any information given to Board of Directors ■ To work within the policy framework established by the Board of Directors ■ Provide a monthly progress report to be submitted at each executive meeting ■ Attend all regular and special board meetings and participate in proceedings ■ Serve on at least one committee and actively participate in meetings of the committee ■ Be accessible to staff and other Board Directors as needed ■ Serve as an advocate of the organization and maintain loyalty to ■ To develop new and innovative industry policies and programs for all areas of the province with the assistance of staff ■ Assist breeders with education and horse improvements ■ Take pro-active action on issues such as environmental concerns, animal welfare, and waste management ■ To act as a cohesive force in pulling the various industry segments together to pool their resources for the common good rather than see them work only for their own interests ■ Improve the marketing of the various components of the industry on a provincial basis ■ Fulfill commitments within the agreed upon deadlines ■ To participate in all activities of the horse industry within BC (agriculture, sport, recreation, business) ■ To assist with the development of an annual budget ■ To assist in development of financial support for HCBC ■ Develop programs for industry ■ Lobby for horse industry issues
QUALIFICATIONS & REQUIREMENTS	<ul style="list-style-type: none"> ■ Must have the ability to lead and delegate responsibility ■ Must have knowledge of and commitment to the purpose and programs of the organization ■ Some travel is required

	<ul style="list-style-type: none"> ■ Must have the ability to meet deadlines ■ Must have excellent communication skills ■ knowledge base of positional requirements ■ Must have vision ■ Must have the ability to facilitate meetings ■ Must have the ability to work in a team setting ■ Must have reliable email access and a willingness to use it
TIME COMMITTMENTS	<ul style="list-style-type: none"> ■ Monthly executive conference calls or face to face meetings ■ Bi-annual Board of Director meetings
TERM:	Elected in odd years, two year term – four terms maximum



HORSE COUNCIL OF BRITISH COLUMBIA Director Profile

POSITION:	VICE-PRESIDENT PR/COMMUNICATIONS & MEMBERSHIP SERVICES
ACCOUNTABLE TO:	President, Board of Directors
FUNCTION:	To supervise with the Executive Director ongoing public relations and membership programs and projects, and to provide leadership in the development of new and innovative membership and PR programs and projects with the assistance of staff.

DUTIES & RESPONSIBILITIES:	<ul style="list-style-type: none"> ■ Maintain the confidentiality of any information given to Board of Directors ■ To work within the policy framework established by the Board of Directors ■ To provide a monthly report to be submitted at each Executive Meeting ■ Attend all regular and special board meetings and participate in proceedings ■ Provide communications and administrative support to the executive, directors, Executive Director and staff as needed ■ To assist the staff in solving issues that concern members of the organization ■ Maintain a loyalty to the organization ■ To work closely with executive, directors and Executive Director in matters that involve the organization' ■ To promote the organization through press releases, news conferences, event planning, media relations, trade shows, advertising, lobbying, and community projects ■ To provide leadership when required in membership drives and in communication with members ■ To assist in the development of new services offered to the organization's membership as well as to review on an ongoing basis all the services provided ■ To review information distributed to the media and website as needed ■ To provide insight into website strategy ■ To work closely with all parties in issues pertaining to crises management and disaster planning and execution ■ To assist in the development of PR and image building activities ■ To review member services that are offered on our website and by our affiliates and zones
Duties & Responsibilities Cont'd	

	<ul style="list-style-type: none"> ■ To assist in the development of new membership services ■ To review on a regular and ongoing basis all services provided to ensure effectiveness on a cost/benefit basis and to ensure they are within the means of Horse Council BC ■ To provide leadership when required in membership drives and in communication with members ■ To work closely with executive, directors and Executive Director in matters that involve the organizations membership
QUALIFICATIONS & REQUIREMENTS	<ul style="list-style-type: none"> ■ Must submit reports to the Board of Directors and executive as and when required ■ Must have knowledge of and commitment to the purpose and programs of the organization ■ Must have the ability to work under pressure and maintain a calm focus ■ Must have excellent communication skills ■ Attendance at monthly board meetings, membership meetings as necessary and at Annual General Meetings ■ Must have vision ■ Must have the ability to facilitate meetings ■ Must have the ability to work in a team setting
TIME COMMITMENTS	<ul style="list-style-type: none"> ■ Monthly executive conference calls or face to face meetings ■ Bi-annual Board of Director meetings
TERM:	Elected in odd years, two year term – four terms maximum



HORSE COUNCIL OF BRITISH COLUMBIA Director Profile

POSITION:	SECRETARY
ACCOUNTABLE TO:	President and Board of Directors
FUNCTION:	To oversee the record keeping and correspondence of the membership and governing body of the organization, ensuring compliance with relevant provisions of the bylaws.

DUTIES & RESPONSIBILITIES:	<ul style="list-style-type: none"> ■ Maintain the confidentiality of any information given to the Board of Directors ■ To work within the policy framework established by the Board of Directors ■ Attend and participate in Executive Committee meetings ■ Maintain loyalty to the organization ■ Ensures safekeeping of official papers of the board ■ Ensures recording of actions of board meeting in the minutes and ensures distribution of them to board members, the Executive Director, and others as approved by the board ■ Obtains information from records and minutes to be used in board decision-making ■ Disposes of old board documents only with approval of the board and professional consultants (such as auditors) ■ With President prepares the agenda for Executive meetings ■ Ensures notices are sent in accordance with the provisions of the bylaws, or as required by the law ■ Ensures that organizational records are protected for long-term safekeeping ■ Sign appropriate organizational documents as needed
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QUALIFICATIONS & REQUIREMENTS	<ul style="list-style-type: none"> ■ Good listening skills ■ Ability to summarize information into concise statements ■ Knowledge of and commitment to the purpose and programs of the organization
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TIME COMMITTMENTS	<ul style="list-style-type: none"> ▪ Monthly executive conference calls or face to face meetings ▪ Bi-annual Board of Director meetings
TERM:	Elected in odd years, two year term – four terms maximum



HORSE COUNCIL OF BRITISH COLUMBIA Director Profile

POSITION:	PAST PRESIDENT
ACCOUNTABLE TO:	Board of Directors
FUNCTION:	To serve as a mentor to the President and to remain in this office as a member of the Executive Committee until there

DUTIES & RESPONSIBILITIES:	<ul style="list-style-type: none"> ■ Maintain the confidentiality of any information given to Board of Directors ■ Act as a correspondent to the executive officer of the organization ■ Attend all Executive Committee meetings ■ Assist in orientation of the Directors ■ Maintain current knowledge of programs/activities and projects ■ Sign with other appropriate officers corporate and legal documents
QUALIFICATIONS & REQUIREMENTS Qualifications & Requirements cont'd	<ul style="list-style-type: none"> ■ Accessibility: The ability to devote ten to twenty hours per month to organizational activities ■ Excellent communication skills in oral and written self-expression ■ Proven leadership ability ■ Knowledge of and skills in planning and non-profit management; ability to integrate vision with reality ■ Ability to facilitate meetings ■ Commitment to the purpose and programs of the organization, and knowledge of current organizational activities and procedures ■ Ability to work in a team and, where appropriate, to delegate responsibility ■ Knowledge of issues, community and constituencies ■ Patience ■ Creativity ■ Vision
TIME COMMITMENTS	<ul style="list-style-type: none"> ■ Monthly executive conference calls or face to face meetings ■ Bi-annual Board of Director meetings
TERM:	Maximum four years – elected in the even years

ORGANIZATIONAL STRUCTURE - COMMITTEE RESPONSIBILITIES

Committee Responsibilities

All committees must be based on a need and your president should have specific assignments for committees based on Horse Council's plans. Committee chairmen are then charged with allocating various responsibilities to committee members. Your participation on a committee is important. Being involved on a committee can help you to get a better handle on the organization's operations and help you to understand things better.

The Chairperson's Role

These are a few suggestions to help you figure out what you are supposed to do:

- 1) You are the facilitator. Help the committee function, but don't do the work yourself. Make sure the committee assignments are detailed, specific and clear. Call meetings, set the agenda, stimulate discussion, record decisions and recommendations, and don't meet if there is nothing to do!
- 2) Know what your committee has been asked to do and regularly remind members of objectives and limit the committee work to that delegated by the board. Keep in contact and limit the committee work to that delegated by the board. Keep in contact with the president.
- 3) The president and Executive Director can be valuable assets to your committee and both should be "ex-officio" members of all committees.
- 4) Be sure that committee members support your decisions prior to your reporting to the board.
- 5) If the board is expected to take action on the committee report, give a clear recommendation to act upon.
- 6) Provide committee members with all pertinent resources as well as periodic constructive feedback. Don't forget to say, "Thanks for a job well done."

Remember, successful committee work is linked to two factors: a thorough orientation and continued positive reinforcement.

The following provides a general overview of some committees and special programs to help illustrate the "big picture". Support materials and documentation are also enclosed.

HORSE COUNCIL B.C.
BOARD MEMBER POLICIES AND PROCEDURES MANUAL

Appendix B
HORSE COUNCIL PROGRAMS

Horse Council BC Operational Plan
Government Support Program
Grant Evaluation System
Horse Council BC Funding Requests
Purchasing Procedures
Liability Insurance Overview

Recreation	Road Safety Education - Work to have educational material broadly endorsed and circulated to improve the safety on the roads for BC equestrians	Continue - 2009
Coaching	Create new opportunities for coaching development /education including non-equine specific education	Continue - 2009
Coaching	Planning to new development strategies using LTAD principles	Continue - 2009
Coaching	Continue building relationship with certified coaches	Continue - 2009
Coaching	Continue building website as a larger resource for coaches, parents and athletes	Continue - 2009
Marketing	Secure corporate sponsorship to provide funds for program expansion	2009
Marketing	Develop the Affinity program to provide value for members	2009
Marketing	Increase awareness of HCBC through advertising, promotion, and participation in equine related events	ongoing
Marketing	Complete Horse Council BC marketing plan	Q4 - 2008
Marketing	Revamp HCBC communications and preliminary redesign of website to improve professional image	complete
Marketing	Develop 5 new online course for 2008	2009
Marketing	Developed 4 new online course for 2008	Completed

4) PROVIDE ACCESS TO HCBC GROUP INSURANCE PRODUCTS FOR EQUINE RELATED ACTIVITY AND OTHER MEMBER SERVICES

Membership	Launch new membership system allowing member an easier way to renew, while creating many savings for the organization	Q4 - 2008
Industry	Emergency responder liability coverage	Fall 2008
Coaching	Online Bookstore successfully launched	Completed

5) DEVELOPMENT AND ADMINISTRATION OF COMPETITIONS (LOCAL & PROVINCIAL)

Competition	Launch BC Heritage Finals - to hosted July 2009 Chilliwack	Q3 - 2009
Competition	Produce General Performance rulebook - to stimulate grassroots sport participation in a Fun Format	Q4 - 2008
Competition	Support BC competitor and competition organizers with improved communication information on sport requirements	Continue - 2009
Competition	Increase opportunities for officials educational closer to home	2009

HORSE COUNCIL BC PROGRAMS – GOVERNMENT SUPPORT

Government Support Program – Fact Sheet

Horse Council BC is recognized by the provincial Ministry of Small Business and tourism, through the Sport and Recreation Division. HCBC negotiates with the government to receive a portion of our annual revenue from the Ministry in the form of grants, or “government assistance” so the **educational programs and Provincial Discipline Championships** hosted by a member club/affiliate can occur throughout the province.

Forms

Each year applications for assistance (using the form titles **Budget Submission for Government Contribution**) are sent to all eligible affiliate and club organizations and committee chairpersons for completion and return to Horse Council.

Deadlines

The deadline for return of Submissions is June 1, so that the finance committee has time to consolidate the application and meet the government deadline. Late applications are not accepted.

Who may apply?

Clubs and affiliates who are members of Horse Council BC and HCBC standing committees may apply for assistance. (e.g. Officials committee, Coaching, Heritage, BC Summer Games).

Project Eligibility

Competitions which are provincial discipline championships are eligible. Coaching programs are offered through the HCBC coaching committees. Athlete development clinics are usually offered through discipline organizations such as Combined Training, Pony Club, Hunter/Jumper, Cadora etc. Projects utilizing certified resource people (NCCP coaches, CEF Officials, qualified veterinarians) are eligible. Program development projects are eligible. Clubs in outlying areas may apply for help to bring in clinicians they may otherwise not be able to afford. Capital expenditures projects are not eligible.

Restrictions

The assistance program is just that – assistance. Funds requested must be reasonable and the organization applying for assistance is expected to contribute funds into the project. Participants are also expected to contribute (registration fee). Complete anticipated budgets **MUST** be included with applications.

Approval Notification

Normally by late spring, successful applicants will be notified by mail, giving the details and the amount of the approved grant.

Release of Funds

A form called the **“Requisition Form for Approved Grant”** must be completed and sent to the office along with all receipts and a complete budget report before the funds will be released to the organization.

Fiscal Year:

The application for assistance is for the HCBC Fiscal year (Jan 1 to Dec 31) to be eligible for a specific grant year. Projects must occur within this time span and the approved funds must be spent within this period. If your organization has difficulty with these time lines, contact the office. Grant funds that are approved, but not requested for release before the March 31 fiscal year end will revert to general revenue, be returned to the provincial government or be re-allocated.

HORSE COUNCIL PROGRAMS – GRANT EVALUATION SYSTEM

This is the current and in use evaluation system

Grant Evaluation System

The government requires HCBC to award grants under their broad criteria that provincial sports championships and clinic/educational events which support the road to excellence at a provincial level are looked upon favorably.

The following policy will assist in grant evaluation on a point system using provincial criteria and HCBC criteria which recognizes the principle that funds will be distributed where they will have the greatest impact, and funds will be distributed evenly to zones based on membership. The policy also recognizes disciplines, internally generated funding, requests that make use of responsible budgeting techniques, isolation from the mainstream horse community, original or repeat requests and open or closed events.

Points will be awarded on the following basis

1. **Provincial Championship – 4**
2. **Clinics/educational events that support the road to provincial championships – 4**
3. **Funding requests per person, lowest quartile of funds requested**
 - First quartile – 4
 - Second quartile – 3
 - Third quartile – 2
 - Fourth quartile – 1
4. **Funding requests per even based on a percentage internal contribution to budget**
 - 90 – 100% - 4
 - 70 – 89% - 3
 - 50 – 69% - 2
 - 25 – 49% - 1
 - <25% - 0 – 0
5. **Type of request**
 - First time – 4
 - Repeat – 1
6. **Location of event**
 - Isolated – 4
 - In between – 2
 - Mainstream – 1
7. **Budgeting techniques**
 - Good – 4
 - Average – 2
 - Requires improvement – 0
8. **Fiscal responsibility**
 - Good – 4
 - Average – 2
 - Requires improvement – 0

Items 6, 7 and 8 are soft issues that require a subjective evaluation and the following will guide the evaluation.

Item 6 – Location of the Event

- **Isolated** – all areas not listed in the other two categories
- **In-between** – Zone 2, Prince George and Vanderhoof. Zone 5 beyond the GVRD.
- **Mainstream** – Lower Zone 6, Zone 3 and 4.

Item 7 – Budget Techniques

- **Good** – detailed budget that reflects all the elements that are required to support the event.
- **Average** – broad categories which appear to have sufficient funding to support the event.
- **Requires improvement** – evidence the budget has not been prepared in a manner which gives confidence that a good plan for the event is in place.

Item 8 – Fiscal Responsibility

- **Good** – use of appropriate facility and strong evidence that attempts to minimize all costs have been implemented
- **Average** – some evidence that attempts to minimize all costs have been implemented
- **Requires Improvement** – no evidence of the above.

GRANT PROGRAMS – FUNDING REQUESTS

HORSE COUNCIL BC FUNDING REQUESTS

There are two sources of funding for grant requests:

Zone Funding

- Available to clubs, groups and individuals dependent on zone requirements and funding reserves
- These **funds are available throughout the year**
- Traditionally approval is given for small dollar amounts which benefit all members in their zone
- \$1.00 per membership is allocated to the zone from which it came
- You apply directly to your Zone Rep

Application Process

- Individual/Group applying for funds completes and **submits this form to their Zone Representative**
- The HCBC zone Executive or their delegate reviews the application and forwards it to the HCBC office
- HCBC staff writes a letter to the applicant indicating whether or not the application was approved and if so for how much.
- The applicant then submits the reimbursement form with the appropriate receipts for reimbursement.
- We would appreciate pictures, event summary, and a short financial report. These could be used in the newsletter, website and included in our statistic for sport activity.
- HCBC staff issues the cheque

Provincial Assistance Funds

- Funding received from the Ministry of Small Business, Tourism & Culture to assist in the development of our sport.
- Funding is only available to clubs and affiliates who are members in good standing of HCBC, and whose members are Horse Council Members
- Applications for funding **must be received in our office by May 15, 2008**. Late submissions cannot be considered.
- Applications can be mailed, faxed or e-mailed. Contact Lisa at the office if you would like the forms e-mailed to you.

When completing the **Budget Submission for Government Contribution** application form; please keep in mind that:

- Grants are intended only for those projects unable to operate on a cost recovery basis
- Funds should be requested only if needed
- If your association has access to gaming funds, you are not eligible for any form of funding through HCBC
- A FULL description of the project is required on the contribution application, including an explanation of who will benefit and the anticipated results of the event
- Your notice of approval of request will be accompanied by a form for the release of funds
- Full financial statements and receipts are required for the approved event before grant moneys can be released

If you need further information, please contact Lisa Laycock at the office.

27336 Fraser Hwy, Unit D, Aldergrove BC V4W 3N5

Phone: 604-856-4304, 1 (800) 345-8055 Fax 604-856-4302

E-mail: finance@hcbc.ca



**HORSE COUNCIL
BRITISH COLUMBIA**

Policy & Procedure #2006-01

November 17, 2006

APPROVED November 19, 2006 BoD

Addition to the Zone Funding Allocation
Recommendation to the Board of Directors from the Finance
Committee

Re: Motion# BOD-042206-14 Tabled

Moved that in the future no zone will receive no less than \$2000
in Zone funding.

Recommendation:

Zone may apply for Core funding for justified projects in their
zones. These applications will be reviewed within 30 days by the
Finance Committee.



**HORSE COUNCIL
BRITISH COLUMBIA**

Policy & Procedure #2006-02

November 17, 2006

APPROVED November 19, 2006 BoD

Recommendation to the Board of Directors from the Finance Committee

Re: Motion# BOD-042206-15 Tabled

Moved that all committee chairs and VP forward a budget plan to the Finance Committee by August 31, 2006 and that the Finance Committee develop a policy and procedure for budget planning to bring to the fall board meeting.

Policy:

All committee chairs and VP's forward a budget plan using the prepared template to the Finance Committee by August 31st for the following fiscal year. Assistance will be available by finance department staff or committee members as needed.

Note: New VP's and committee chairs elected in the fall shall be given an opportunity to review their budget allocated during the planning process and may request additional funding.



Horse Council BC

Policy & Procedure #2006-03

APPROVED November 19, 2006 BoD

Approved amendment to the BoD meeting March 27th 2010

RESERVE FUND PROPOSAL:

The proposed reserve fund has two components: Contingency Fund and Disaster Fund

- \$1 from each individual membership or \$3 from each family membership will be allocated to the Reserve Fund which will grow over the next 12 years to 25% of the annual budget.
- For year 2007 the reserve fund will be divided evenly between the Disaster Relief and Contingency Accounts. The funds will be house in two separate interest bearing accounts.

BUILDING CONTINGENCY FUND

PURPOSE:

- To cover legal costs in the event of a major lawsuit
- To provide funds for pursuing a major business opportunity requiring start up capital.
- To accumulate funds for a down payment for the possible purchase of a building.

ACCESS TO CONTINGENCY FUNDS:

The Board of Directors may approve a request from the Executive committee to Board of Directors for access to the contingency fund. Funds will be made available if 65% of the Board agrees to the request.

DISASTER RELIEF FUND (MAXIMUM 5% ANNUAL BUDGET FOR 2007 MAXIMUM \$10,000)

PURPOSE:

- Education on emergency planning for our membership
- Training for local equine emergency coordinators province wide
- Facilitating communication and other linkages between local equine emergency coordinators and municipal emergency planners
- Reimbursement of local equine emergency coordinator expenses based on current HCBC expense policy
- Payment of staff time in an emergency to provide data access and information flow if needed

PURCHASING PROCEDURES

Purchasing Procedures Procedures for regular purchasing:

- ❑ Regular purchases which are included in an approved budget may be made by the staff members in charge of that portfolio; e.g. Coaching, Competition, EFP, Office Assistant, or Bookstore. If the staff member is unsure whether the purchase is an approved budgeted item it is referred to the bookkeeper and if necessary the Executive Director.
- ❑ The person doing the purchasing or arrangements are responsible for coordinating an acceptable payment method with the vendor.
- ❑ If prepayment is required a credit card may be used, or a cheque requisition form is fill out, and payment will be issued on the next scheduled cheque run. Proper backup must be given to the bookkeeper for reconciliation.
- ❑ If paying on account when the good or service received satisfactory manner, the invoice is approved, and forwarded to the bookkeeper for payment.
- ❑ Many regular monthly or quarterly purchases are given directly to the bookkeeper for payment.

Procedures non-budgeted purchasing:

- ❑ Purchases for items or services that are not included in an approved budget require Board of Directors approval.

LIABILITY INSURANCE OVERVIEW

Liability insurance overview for Equine Association members

Capri Insurance (Fax: 1-250-860-1213) Toll free 1-800-670-1877
Capri Insurance and Intercity Insurance are the programme's official insurance brokers. Questions about this Insurance Program must be directed to Capri Insurance

Individual Members - Insurance for the Year 2007

Membership in an insured equine association automatically includes insurance coverage for most equine related liability exposures. Coverage is in excess of any other insurance you carry or is primary if you have no other insurance.

The Insurance is in effect each year from January 01 - January 01 and provides Individual and Family Members with the following coverage:

\$5,000,000. Liability Insurance (\$1000 Property Deductible)

This coverage protects you against most law suits for Bodily Injury or Property Damage arising out of the ownership or use of a horse, or arising out of your participation in most equine related activities.

Special Notes on Coverage Restrictions

- a) Coverage excludes the riding of a member's horse by any person who is not a member in good standing of an equine association or who is not an equine professional, or not riding the horse on a pre-purchase test ride.
- b) The coverage excludes the "commercial use" of horses (such as renting them out to others) as well as participation in Rough Stock Rodeo events, pari-mutuel racing, or unsanctioned racing activity, and providing coaching, lessons, or instruction to others.
- c) Use of a horse for equestrian shows or competitions shall not be deemed commercial use, and barrel racing, team roping and team penning shall not be deemed rodeo or racing events.
- d) If you are a member but your principal residence is outside Canada then your coverage is restricted to equine activities that take place within Canada. Coverage for Canadian residents is world wide, but lawsuits must be brought against you in Canada.
- e) \$30,000 Accidental Death & Dismemberment coverage for each
- f) Transportation Insurance for Non-Owned Horses – protects against law suits for death of someone's horse while you are transporting that horse subject to a limit of \$5000 per horse \$10,000 per accident and excluding commercial transportation of horses.

The above is a coverage summary only - Actual policy wordings apply
For Information: call Capri at 1-800-670-1877 (Western Canada)

HORSE COUNCIL B.C
BOARD MEMBER POLICIES AND PROCEDURES MANUAL

Appendix C
FORMS

HCBC Financial Assistance Programs
BC Athletes Assistance Program
BC Athletes Assistance Program Application Form
HCBC Funding Requests
Budget Submission Form
Expense Statement
Requisition Form for Approved Grant
Zone Funding Request
Major Project Procedures
Authority for Expenditures (AFE)

Horse Council of BC Financial Assistance Programs

As of March 2010 there are three types of Financial Assistance Programs offer through Horse Council of BC

1. Zone Funding

- Available to Club, Affiliate & Individual Horse Council members in good standing
- \$1.00 from each Horse Council membership is given back to the Zone from which it came. Traditionally app given for small amounts which benefit as many HCBC members in their Zone
- Available throughout the year
- Applications are sent directly to your Zone Representatives and are available on the website or contacting the office.

2. Core Funding

- Available to Horse Council Committees or Club and Affiliate members in good standing, whose members ar Horse Council members
- These are Provincial funds targeted for sport growth and development. An approved event or project will be to all qualified participants in your area, not just your club members. It also must support Horse Councils g developing Sport within the Province. Club are expected to charge participants reasonable registration fees money will be released only after a financial report, receipts, and a event summary are received in the office
- Applications will be accepted January 1st - May 15th, for events taking place before December 31st of that y
- Application for approved funds to be released are due in the office no later than December 1st, and will con null and void if received after the deadline. Permission for December event to file late may be obtained by contacting the finance department at HCBC.
- Applications are sent to the Horse Council BC office: Attention: Finance department. Application forms are available on the website or from the office.

3. BC Athletes Assistance

- Horse Council members
- This is Provincial funding and governed by the Program criteria for each year
- To focus support to athletes in the “training to compete” and “training to win” stages of Canadian Sport for Life – Long Term Athlete Development Model;
- To contribute to improved performances of Team BC athletes at the Canada Games; and
- To increase the number of British Columbia athletes reaching federal carding status thus expanding British Columbia representation on national teams and at eligible major international multi-sport Games.
- Applications will be sent to each of the Olympic disciplines through their HCBC Directors with a request applications from athletes from each discipline in the fall
- The application will be reviewed by the AAP selection committee and funding awarded based on the sel criteria.



BC ATHLETE'S ASSISTANCE PROGRAM 2009-2010 FOR ATHLETES WITH A DISABILITY



The BC Athletes Assistance Program for Athletes with a Disability (BC AAP) is funded by the Provincial Government and administered by the Sport and Recreation Branch of the Ministry of Healthy Living and Sport. The program seeks to recognize high performance athletes who are participating in programs offered through a provincial sport organization to relieve some of the pressures associated with training and competition needs.

Intent:

- Provide support to those BC athletes who are in a position to compete for BC and are just below those receiving Sport Canada Athlete Assistance Program Funding (S1/S2 Carding Level).

Objectives:

- To focus support to athletes in 'training to compete' and 'training to win' stages as identified in the No Accidental Champions supplement to Canadian Sport for Life - Long Term Athlete Development Model (LTAD);
- To improve performances of BC athletes at National competitions;
- To expanding BC representation on national teams and at Paralympic Games

Guidelines: The Guidelines are on the Ministry website the following link will take you to the AAP section
http://www.hls.gov.bc.ca/sport/programs/bcapp_pso.htm

The following are Horse Council BC Guidelines for the current application period, covering 2009/10

Discipline Eligibility:

- Para Equestrian

Athlete Eligibility:

Training & Competition:

- The top ranked non-carded BC athletes on the Para Equestrian Canada rider ranking system as of December 31, 2010 will be selected
- Not all athletes that meet the eligibility criteria are guaranteed to receive BC AAP funding.

Citizenship & Residency:

- Must be a Canadian Citizen or be of landed immigrant status, and resident of BC for at least one year prior to applying for BC AAP funding

PSO Membership

- member in good standing of Horse Council BC

Use of Banned Substances and Methods:

- BC's Policy on Sport & Physical Activity clearly outlines the "ethical pursuit of excellence" – which includes competing without the use of banned substances
- Athletes who are suspended by Canadian Centre for Ethics in Sport and/or their International Sport Federation will be declared permanently ineligible for BC Athlete Assistance Funding
- Athletes whom have been found in violation of anti-doping rules for human or their equines under Equine Canada or FEI will also be permanently ineligible for BC Athlete Assistance Funding

Professional / Semi-Professional Status:

- Athletes who have received funding in excess of normal living costs through exercising their skills as a professional or semi-professional will not be eligible for BC AAP Funding

Amateur Status and National Collegiate Athletic Association (NCAA):

- It is the athlete's responsibility to ensure that accepting BC AAP funding will not jeopardize their amateur status within their sport or discipline

Commitment to the PSO/NSO:

- Any athlete receiving financial assistance must be available for Provincial Team selection and if selected commit to train and represent British Columbia
- May be requested by Horse Council to be available for other activities throughout the year

Federally Carded Athletes:

- Para-Equestrian athletes who receive S1/S2 funding through Sport Canada's Athlete Assistance Program are NOT eligible to receive BC AAP funding
- For those athletes in disciplines with Federal Carding the BC AAP funding will be targeted to those athletes just under carding status, possibly long or short listed for National Team
- For athletes in disciplines with no Federal Carding the BC AAP funding will be targets at the most elite of BC's athletes, either on the National Team or striving to be on the National team

Application:

BC AAP Applications are available on the Horse Council of BC website www.hcbc.ca under "About Us" and "Funding" or by requesting by email administration@hcbc.ca. You may also phone the Horse Council office and request an application by mail.

Deadline for Applications: March 12, 2010

Please return completed application to:

Horse Council of BC
27336 Fraser Hwy, Unit D
Aldergrove, BC V4W 3N5
Phone: 604-856-4304

Attention: Finance Department

Email: administration@hcbc.ca

Fax: 604-856-4302

Selection will be posted by March 19, 2010

Appeals will be accepted until March 31, 2010

Funds will be dispersed by March 31, 2010

BC ATHLETE ASSISTANCE PROGRAM APPLICATION FORM 2009 - 2010

NOTE: Personal information collected on this form is directly related to, and is necessary for the administration of the BC Athlete Assistance Program and the Premier's Athletic Awards. Disclosure of the information is subject to the provisions of the Freedom of Information and Protection Act (RSBC 1996, c.165). Any question about the collection, use or disclosure of this information should be sent to the Sport Consultant/Policy Analyst, Sport and Recreation Branch, 250.356-5183.

A. Personal Data (to be completed by the athlete)

Last name:		First name:	
<input type="checkbox"/> Male <input type="checkbox"/> Female	Date of Birth: YYYY MM DD	Name of Discipline:	
Permanent Address:			
City:	Province:	Postal Code:	
Telephone Number:	Hometown:	Optional Declaration - Aboriginal Ancestry (First Nations, Metis, Inuit) <input type="checkbox"/> Yes <input type="checkbox"/> No	

B. Educational Status

Completed Secondary School: <input type="checkbox"/> Yes <input type="checkbox"/> No	If no, indicate current or highest grade completed:	
Post Secondary Educational Status:		
Level completed:	<input type="checkbox"/> Undergraduate Institution Attended:	<input type="checkbox"/> Graduate OR # of years completed: Institution Attended:

C. Awards History

Have you received BC Athlete Assistance funding before? <input type="checkbox"/> Yes <input type="checkbox"/> No	Which year(s)?	
Will you receive SPORT CANADA funding for 2009 or 2010? Yes <input type="checkbox"/> No	Indicate carding level and years received: Carding Level: Years Received:	
Indicate year of the games you have participated in:		
Olympic:	Common Wealth:	World Equestrian Games:
Pan American Games:	BC Games:	Other (International):

D. Level of Competition and Rankings

Please check level of competition attained to date: National Senior Team competing at international Multi-Sport Games National Team Pool

National Team Pool National Junior Team Provincial Team Regional / Zone Team Other

If member of National Senior Team, indicate number of competitions completed for Canada to date:

E. Coaching Data: Coached regularly (min 10 – 40 hour) by the same current EC coach

Name of Coach:

Equine Canada Coach Level:

Place of Residency

Province:

Postal Code:

F. Declarations

I hereby declare that the information on this application, to the best of my knowledge, is true and complete. If verification of my academic standing is required, I give my approval for further investigation. In return for any assistance provided to me under the BC Athletic Assistance Program, I agree to fulfill all training and competition commitments, to make myself available to Team BC selection, and to contribute to athlete and coaching development programs run by the Province Sport Organization (PSO) within British Columbia. I hereby permit the unrestricted use of my name, list of sport accomplishments and BC AAP generated images for the purpose of recognition by the Government of BC officials and the media as they pertain to the BC Athlete Assistance Program.

Signature of Applicant:

Date:

If under 19 years, parent or guardian's signature:

Signature of Parent/Guardian:

Date:

I hereby endorse this application for assistance and confirm that the commitments made will be monitored.

Signature of PSO Athlete Administrator:

Date:

Equestrian Athletes: [return this completed form to:](#)
Horse Council BC 27336 Fraser Hwy, Aldergrove BC V4W 3N5
 Email: administration@hcbc.ca Fax: 604-856-4304

<http://www.sport.bc.ca>

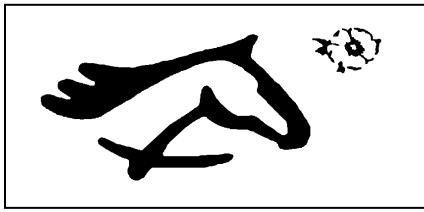
ATTENTION ATHLETES THAT ATTEND NCAA SCHOOLS: Acceptance of BC AAP funding may forfeit your eligibility for an NCAA scholarship or sport participation. It is the responsibility of the athlete competing for an NCAA institution to confirm this regulation on a yearly basis.

**Horse Council BC
BC AAP
Athlete Declaration**

I have read the Horse Council BC "BC Athlete's Assistance Program" athlete eligibility and I am eligible to apply for this funding.

Horse Council Number: _____ Name: _____

Date: _____ Signature: _____



REQUISITION FORM
For Approved Grant

Project Name: _____ **Approved Grant: \$** _____

Location: _____ **Date(s):** _____

Numbers attending and _____
From which zone(s): _____

Results/Progress Report/Comments: _____

Success Rating: (circle one) 1 2 3 4 5 (one is least, 5 is most successful)

Revenue:	Registration/Entry Fees	_____
	Organization (member fees, contribution)	_____
	Other Government (grants/ municipal allocation)	_____
	Other (include sponsors/donations)	_____
	Total: \$	_____

Expenses:	(Please attach separate sheet if more space is needed)	
	Travel	_____
	Food/ Accommodation	_____
	Fees/Honorarium (please list resource people)	_____

	Resource Materials (books/Pamphlets/films)	_____
	Facility Rental (stable/arena/meeting room)	_____
	Other (telephone/copier/publicity/misc)	_____
	Total: \$	_____

Contact person/telephone: _____ **Total Gain or (loss): \$** _____

_____ **Grant Requested: \$** _____

Group Signing Officer Signature: _____

Please make cheque payable to: _____

Please mail cheque to: _____

On completion of your project submit this statement to Horse Council B.C. along with all receipts.

**HORSE COUNCIL BC
BUDGET SUBMISSION FOR 2010
GOVERNMENT CONTRIBUTION**

REVENUE

Entry/reg'n fees (# _____ x \$ _____) _____

Stabling fees _____

Donations _____

Sponsors _____

Other: Government _____

 Gaming _____

 Organization/club support _____

Miscellaneous (describe) _____

TOTAL REVENUES: _____

Project Name: _____

Approx Dates: _____

Location: _____

EXPENSE

Clinicians fees _____

Travel (air/gas/ferry) _____

Accom/meals _____

Facility rent _____

Equip rental/purchase _____

Telephone/Fax _____

Printing/Copier _____

Postage/Office Supplies _____

Awards/Gifts _____

Contract Labour _____

Other (please describe) _____

TOTAL EXPENSE: _____

SURPLUS/(DEFICIT): _____

FUNDING REQUESTED _____

GROUP MAKING REQUEST _____

DOES YOUR GROUP HAVE ACCESS TO GAMING FUNDS: YES _____ NO _____

HAS YOUR GROUP APPLIED FOR ZONE FUNDING: YES _____ NO _____

CONTACT NAME: _____ **PHONE:** _____ **email:** _____

ADDRESS _____ **POSTAL CODE** _____

DESCRIBE PROJECT: _____

DESCRIBE BENEFITS & ANTICIPATED RESULTS: _____

NAME OF CLINICIANS TO BE USED AT YOUR EVENT: _____

Notes:

- 1. Deadline for applications is May 15, 2010
- 2. Late applications will not be considered
- 3. Projects must be held within our fiscal year Jan 1 – Dec 31/10
- 4. Use one sheet per project, photocopy if necessary
- 5. Please feel free to attach your budget, brochures, event plans to help us better understand your project.

Is registration open to non-club members?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
---	------------------------------	-----------------------------

Anticipated Cost	
Anticipated Income (if applicable)	
Personal /Club Contribution	
Other Income	
Amount Requested	\$

Applicant's signature: _____ *Date* _____

Zone Authorization: _____ *Date* _____

Declined _____ *Date* _____

HORSE COUNCIL BC FUNDING REQUESTS

- Available to clubs, groups and individuals dependent on zone requirements and funding reserves
- These funds are available throughout the year, (except in Zone 1 April 15th)
- Traditionally approval is given for small dollar amounts benefiting all members in their zone
- \$1.00 per membership is allocated to the zone from which it came
- You apply directly to your Zone Rep, except Zone 2, application should be sent to the Horse Council office

Application Process

- Individual/Group applying for funds completes and **submits this form to the HCBC office Aldergrove, ATTN: Finance Department**
- The HCBC zone Executive or their delegate reviews the application and forwards it to the HCBC office
- HCBC staff writes a letter to the applicant indicating whether or not the application was approved and if so for how much.
- The applicant then submits the reimbursement form with the appropriate receipts for reimbursement.
- We would appreciate pictures, event summary, and a short financial report. These could be used in the newsletter, website and included in our statistic for sport activity.
- HCBC staff issues the cheque

If you have any questions or concerns you may contact the Horse Council office:
 27336 Fraser Hwy, Unit D Aldergrove, BC V4W 3N5
 Phone: 604-856-4304 Fax: 604-856-4302 Toll: 1-800-345-8055 finance@hcbc.ca

Zone Representatives

Zone 1		
Barb Barbour	4400 13 street south Cranbrook, BC V1C 7A9	Tel: 250-426-2661 fwbarbour@shaw.ca
Liz Saunders	RR1 S3 C48 Crescent Valley, BC V0G 1H0	Tel: 250-359-7293 cvstables@columbiawireless.ca
Zone 2		
Carolyn Farris	5105 Lansdowne Road Armstrong BC V0E 1B4	Tel: 250-546-6083 farrisfarms@xplornet.com
Frank Seibeck	RR2 Site6 Comp17 Oliver, BC V0H 1T0	Tel: 250-485-4248 chrisei@persona.ca
Zone 3		
Maureen Walters	41490 Berry Road Chilliwack, BC V2R 5J1	Tel: 604-823-2279 harmonydowns@telus.net
Jan Blackhall	PO Box 323 Fort Langley, BC V1M 2R6	Tel: 604-888-1987 derbyreachstable@shaw.ca
Zone 4		
Alicia Harper	32330 Diamond Avenue Mission, BC V2V 1M2	Tel:604-773-0297 alicia@hyleetraining.com
Dr Susan Thompson	972 Bayview Drive Delta, BC V4M 2R6	Tel: 604-943-8155 susan@sfu.ca
Zone 5		
Karen McDowell Ashby	6511 MacDonald Street Vancouver, BC V6N 1E9	Tel: 604-266-3317 Fax: 604-266-6631 karenashby@shaw.ca
Patti Coldicutt	1833 MacDonald Street Vancouver, BC V6K 3X7	Tel: 604-732-9820 pcoldicutt@shaw.ca
Zone 6		
Susan Harrison	3115 Chapman Road Chemainus, BC V0R 1K2	Tel: 250-701-1350 toddsusan@shaw.ca
Dorothy Kirby	5719 Quarry Crescent Nanaimo, BC V9T 6H9	Tel: 250-390-7577 l-dkirby@shaw.ca
Zone 7		
Christine Hassell	26278 Walcott Road Telkwa, BC V0J 2X2	Tel: 250-846-5332 Fax: 250-846-5333 kckfarms@xplornet.com
Lesley Flint	PO Box 441 Telkwa, BC V0J 2X0	250-846-5833 dhelps@bulkley.net
Zone 8		
Steven Dubas	8104 St John Crescent Prince George, BC V2N 4H8	Tel: 250-964-2982 steven_dubas@shaw.ca
Orville Smith	13395 W Beverly S Prince George, BC V2N 5A6	Tel: 250-964-2269

Major Project Procedure

The following procedures shall be used when a major project is approved by Horse Council BC. This procedure applies to any project initiated under the name of HCBC. The intent of the procedure is to develop a unified and standard way of measuring and controlling a project from its inception to completion. A major project is defined as any project over \$5000.00.

Procedure:

1. All major projects must have prior approval by the Executive committee prior to starting implementation of the project.
2. The project shall obtain approval by completing an Authority For Expenditure (AFE) and submitting the form to the appropriate Vice President.
3. The Vice President will then submit the request to the Executive committee for final approval unless the project is not a budgeted item and will be forwarded to the Board of directors for approval.
4. A project manager shall be named on the request form. The Project Manager will be responsible for all aspects of the project and will report progress of the project to the staff person assigned by the Executive Director.
5. The Executive Director with the Vice President and the Project Manager will setup the appropriate financial controls as deemed necessary by them.
6. The Vice President shall monitor the project and mentor as required.
7. The progress of a project shall be included in the office report on a monthly basis.
8. All deviations from the original scope or budget shall be brought to the attention of the Executive Committee.

Finance Procedure No. 2008-01

Date Approved:

Attachment: Authority For Expenditure



Authority for Expenditure (AFE)

Administrator USE ONLY
Date Received:
Team Leader:
Project Title:
VP:
AFE#:

Project Manager:		
Mailing Address:		Phone:
		Email:

IN BUDGET PLAN?	<input type="checkbox"/> Yes	Substitution _____	<input type="checkbox"/> No
AFE AMOUNT	\$	Risk of not achieving objectives (0 low risk – 10 high risk) Risk:	

Preparers/Reviewers Signature Date

Project Manager:

Team Leader (staff):

Vice President:

Treasurer:

Executive Director:

President for Executive:

President for Board:

Approved for \$ _____

Denied:

PROJECT TIMING

Planned Start Date: _____

Planned Completion Date: _____

Project Description

Project Activities

Justification

Performance Reporting

PROJECT BUDGET PLAN

REVENUE

Project Revenue

Registration	_____	
Other	_____	
Other	_____	
Subtotal	_____	

Other Contribution Sources

Zone Funding	_____	
Corporate Sponsorship	_____	
Government Grant	_____	
Other	_____	
Subtotal	_____	

Horse Council BC

AFE Request	_____	
Subtotal	_____	

TOTAL \$ _____

EXPENSES

Advertising & Marketing	_____
Supplies & Postage	_____
Printing	_____
Facilities	_____
Travel & Accom.	_____
Services & Fees	_____
Prizes & Awards	_____
Misc.	_____
Other	_____
Other	_____
Other	_____
Staff time	_____
Office Resources	_____