



# GOVERNANCE MANUAL

Nordic Racers Ski Club

September 2, 2018

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## INTRODUCTION

This manual describes the roles and responsibilities of the Nordic Racers Ski Club's Board of Directors. It is intended to guide the work of Directors as well as provide clarity and transparency to Club members regarding the Board's function and key policies and procedures.

For your reference, the following abbreviations are used in this manual:

CCC = Cross Country Canada. CCC governs the sport of cross country skiing in Canada including Para-Nordic skiing;

CCBC = Cross Country BC. Manages the mandates of CCC at the Provincial level;

CANSI = Canadian Association of Nordic Ski Instructors;

NCCP = National Coach Certification Program. Administered by CCC and the Coaching Association of Canada. To coach the National Ski Team or the Provincial Ski Team requires advanced NCCP certification;

PSO = Provincial Sport Organization. For cross country skiing the PSO is CCBC;

NSO = National Sport Organization. For cross country skiing the NSO is CCC;

NRSC = Nordic Racers Ski Club (the Club).

# BOARD OF DIRECTORS' RESPONSIBILITIES

## General Responsibilities

The fundamental responsibility of the Board of Directors is to uphold the constitution and By-Laws and advance the mission, vision and objectives of the Club.

Directors shall perform their duties, including committee duties, in good faith in a manner that is in the best interests of the Club and with such care, diligence, and skill as an ordinary prudent person, in a like position, would use under similar circumstances.

In general, it is expected that Directors will bring credibility and goodwill to the Club. They shall conduct themselves in an ethical and professional manner by:

- Contributing constructively to discussions and decision-making with interactions that are courteous and respectful;
- Preparing for meetings in advance, having read and considered pre-circulated materials;
- Respecting the confidentiality of Board decisions and deliberations and only communicating about such through agreed upon time lines and channels. For example, all internal documents are considered Club property and requests for this information should be approved by the Board;
- Disclosing a conflict of interest<sup>1</sup> if decisions being deliberated at the Board table directly or indirectly benefit themselves, their family or friends. If such a conflict of interest exists, then the Director with such a conflict will remove him/herself from participation on the decision. If the Director with a conflict does not remove him/herself as appropriate, then the President or Vice-President will bar the Director involved from the deliberations and decision making on the matter. The voting of the remaining Directors will not be shared with the removed Director.

Overall, Directors are responsible for the following activities:

- Assist in the development, approval, implementation, and monitoring of the Club's strategic plan;
- Approve and monitor annual budgets;
- Identify principal risks of the Club's operations and put appropriate systems in place to manage these risks;
- Hire, monitor and evaluate the performance of contractors;
- Ensure ethical behaviour of the Club and compliance with all relevant laws and regulations;
- Ensure accuracy of financial information;
- Ensure compliance with relevant accounting and audit principles;
- Establish appropriate governance structures to ensure efficient and prudent stewardship of the Club and assess the Boards' own effectiveness.

## Roles and Specific Responsibilities

### President

- Provide leadership and direction to the Club;
- Understand and adhere to the NRSC Governance Manual;

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<sup>1</sup> "A **conflict of interest** happens when a member of the board or an expert is placed in a situation where their interests, or the interests of someone close to them, conflict with (or appear to conflict with) their responsibilities...An immediate family member of a board member or expert". Government of British Columbia. Conflict of Interest and Confidentiality Policy. Retrieved 2018-08-16 from [www2.gov.bc.ca](http://www2.gov.bc.ca).

- Preside at meetings of the Club and oversee the activities of the Board of Directors; establish agendas for all meetings;
- Coordinate Club activities with the Board of Directors;
- Establish short- and long-range objectives and goals in conjunction with the Board of Directors;
- Structure the organization to ensure continuity of leadership by providing opportunities for new leaders to develop and be mentored;
- Hold overall financial responsibility for the Club;
- Approve all Club communications;
- Maintain regular contact with the ski community (e.g. Sea to Sky clubs, CCBC, CCC, NCCP, CANSI);
- Ensure the completion of the Club annual report each year.

### **Vice President**

- Preside at meetings in the absence of the President;
- Prepare all registration forms on whichever registration/payment platform used by the Club;
- Provide or coordinate information on forthcoming events to the Communications Chair for inclusion in newsletters;
- Share newsletter introduction responsibility with President;
- Ensure strong leadership succession by identifying and recruiting new club volunteers;
- Provide mentorship to new Officers.

### **Secretary**

- Handle the correspondence of the club and keeps records of it;
- Maintain official records of meetings;
- Inform Officers of deadlines for reports, mailings, future commitments;
- Maintain a roster of Directors with current address, including email, and telephone information;
- Ensure compliance with the *BC Society Act* and the *BC Personal Information Protection Act for Businesses and Organizations*;
- Maintain membership database and submit membership roster to CCBC;
- Prepare and submit membership roster to the Board of Directors on a regular basis, i.e. at all Board meetings or quarterly at a minimum;
- Maintain complete and up-to-date copies of the Club's bylaws and other Club documents.

## **Treasurer**

- Oversee club finances, collect membership fees, and receive other monies, e.g. payment for ski passes;
- Supervise bookkeeper (contractor);
- Complete and submit the annual financial report for the Annual General Meeting;
- Assist the president and other officers in preparing program budgets and financial controls;
- Maintain and supervise club bank accounts;
- Ensure that there is more than one signatory on all bank accounts;
- File WorkSafe BC fees;
- Ensure that adequate budget and financial controls are maintained;
- Prepare and submit financial report to the Board of Directors on a regular basis, i.e. all Board meetings or quarterly at a minimum;
- Pay all club bills on time;
- Invest any surplus funds into higher interest instruments.

## **Communications Chair**

- Publicize club activities through email, social media and the club website;
- Find ways to use technology to improve organization's operations (e.g., communications and outreach);
- Develop and maintain club website and social media sites;
- Liaise with the Social Events Chair (if applicable) and the Secretary;
- Supervise the Web Designer (contractor).

## **Social Events Chair (optional Director role)**

If there are not enough Directors on the Board, then this position will be shared by the current Directors. This person(s) in this role are responsible to:

- Collaborate with other members of the Board of Directors to create and execute exciting, interesting events for the club constituency;
- Ensure the fiscal viability of all events;
- Maintain a list of events and statistics throughout the year;
- Work closely with the Secretary and Communications Chair to promote upcoming events.

## **Recruitment and Professional Development Chair (optional Director role)**

If there are not enough Directors on the Board, then this position will be shared by the current Directors. The person(s) in this role are responsible to:

- Collaborate with other members of the Board of Directors to create and execute certification programs (e.g. race officiating, ski instructing);
- Initiate exciting, innovative new skill development programs (e.g. Joy of Skate);
- Supervise/organize Head Coach (contractor) and all other coaches/instructors (contractors);
- Ensure the fiscal viability of all training programs/lessons;
- Liaise with Para-Nordic Committee.

## **BOARD OF DIRECTORS' MEETINGS**

Board meetings will be held monthly, on a pre-determined schedule.

Directors can attend meetings via teleconference, videoconference or any other means that allows clear communication between the remote Director and the Directors at the designated meeting place.

Agendas for the meetings will be circulated no less than a week in advance. Directors, who do not attend monthly meetings for three months consecutively, without prior notice to the Board, or they are unable to fulfill their role, may be asked to resign so that the Board can appoint an individual who is able to contribute more significantly to the Club.

The Board may strike special committees as required, based on operational needs. See Event Organizing Policy below.

All Directors have one vote on items discussed at Board meetings. As per By-Laws, in the event of an equal vote, the President does not cast a second vote.



## FINANCIAL AND ACCOUNTING POLICY

The Club will follow Generally Accepted Accounting Principles (GAAP) and keep financial records in accordance with the Societies Act. Books of account will be kept in such a way to provide detailed analysis of the Club's business.

### Budgets and Expenditures

The Board will have an annual budgeting process and the Board, prior to the start of ski season year, will approve all budgets.

No single expenditure outside of the approved budget greater than \$500.00 can be made without Board approval except payment to CCBC for membership dues which requires no Board approval.

Any expenditure for the fiscal year to an individual or supplier exceeds \$4000 requires membership to vote and approve. An Extraordinary General Meeting must be held.

For purchases that exceed \$2000, the Club shall require three formal quotes from competing suppliers. Where there is only one qualified supplier, the purchaser should so indicate with a note included with the receipt or packing slip. Final selection will be made by the Board of Directors.

### Reimbursements & Payments

The Club will not maintain a credit card. All purchases will be made with Club cheques or with personal credit cards in which case the individual will be immediately reimbursed upon submission of a Club Expense Form.

Club cheques require two signatures. Refunds can be given through the Merchant Account to the member's credit card.

Online banking will be for view only and for statements; no other banking transactions will occur online.

### Board of Directors' Meeting Expenses

- Only meals will be paid for at Board Meetings;
- Directors will not be reimbursed for travel expenses to Board Meetings;
- Meals and non-alcoholic beverages will be reimbursed up to \$26/Person;
- Taxes, gratuities and delivery charges to be reimbursed above the \$26/Director limit.

### Travel expenses

- Air flights are to be preapproved by the NRSC Board of Directors;
- Ground travel fuel expenses are covered at \$0.50/km. Distance to be calculated by Google Maps. No receipts required;
- Accommodations: billet is preferred. (\$25 gift gratuity for the host) No receipt required;
- Hotel/Motel: modest but comfortable accommodation, shared rooms if possible;
- Meals: Up to \$50 per day (Breakfast - \$12.00; Lunch - \$12.00; and Supper - \$26.00.)

### Insurance

The Club's insurance through Cross Country BC<sup>2</sup> provides third party liability coverage while working/volunteering on behalf of the Nordic Racers Ski Club.

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<sup>2</sup> See Cross Country BC at:

<https://www.crosscountrybc.ca/sites/default/files/documents/2017%20CCBC%20Membership%20Insurance%20Guide.pdf>

NOTE: Third Party Liability coverage is not personal medical insurance. The three parties in an insurance claim are the Insurance Company (1<sup>st</sup> party), the policy holder (2<sup>nd</sup> party; this would CCC/CCBC/NRSC), and the injured party (3<sup>rd</sup> party).

The insurance policy covers club employees, club Boards of Directors or Executives and Officers, and club program committees. The coverage includes the defence of, but is not limited to claims involving:

- Employment practices including wrongful dismissal;
- Fiduciary Liability – mishandling of funds (excludes theft or fraud);
- Discrimination – including sexual and physical;
- Unfair Practices – employee related defamation and retaliation;
- Actual or alleged error or misstatement or misleading statements;
- Actual or alleged act or omission, or breach of duty.

Non-Club or non CCC/CCBC activities that are specifically NOT covered by the insurance are: (refer to the CCBC website for details)

- Training activities which are of high risk (such as mountain climbing);
- Operation of personal vehicles (individuals using their own vehicles for Club activities and especially carrying passengers should carry a minimum 3rd party personal liability coverage of not less than \$1,000,000);
- Open competitions which are outside the usual scope of cross country skiing; this would include but not be limited to triathlons which involve a component of mountain biking or ski jumping;
- Mountain biking and road cycling are covered for training purposes only, and in no case, does the coverage include racing events or time trials;
- Non-sanctioned activities.

The Policy will pay compensatory damages, including punitive or exemplary damages awarded by a Canadian court. Note: “Damages” does not include fines, penalties, multiple damages or damages deemed uninsurable by law.

Directors & Officers insurance provided under this policy is \$1,000,000 per claim.

## Professional Development or Athlete Support

The Professional Development or Athlete Support Policy guidelines should be provided to participants in the groups described below. All persons must apply to the Board of Directors for consideration of reimbursement of professional development courses prior to taking the course.

### Officials

#### *What qualifies for funding?*

##### Course fees

- Normally course fees will be reimbursed upon successful completion of a course sanctioned by the Board of Directors. This includes standard Race Officials' courses supported by National and Provincial Sport Organizations;
- Reimbursement of fees can also include special courses, tutorials or seminars developed to fill needs for specialized roles, for example, race administration, computer timing or snow grooming.

##### Transportation for out of town training

- The most common level of support for transportation will be reimbursement for fuel costs to drive to an out of town course or learning/mentoring race experience;
- In exceptional cases where driving is not practical, public transportation costs (flights, bus & train) may be wholly or partially reimbursed.

##### Accommodation for out of town training

- Normally the cost of modest but comfortable accommodation will be reimbursed for pre-approved out of town training opportunities.

#### *Who qualifies for funding?*

- Club members who commit to volunteer at any cross country race or loppet ;
- Level III or higher applicants must be prepared to take a major role in at least one race. (i.e. Chief of Competition, Race Secretary, Chief of Course, etc.).

## **Ski Instructors**

### *What qualifies for funding?*

#### CANSI Course fees

- CANSI Course fees will be reimbursed their successful completion of a CANSI course in two parts: after one season of teaching skiing (for example, Learn to Loppet) reimbursed 50%; reimbursed the remainder after the second season of teaching skiing;
- Participation in CANSI National Seminars for CANSI instructors above level 2; these instructors must have shown a commitment to teaching for the Club during the past three years;
- The most common level of support for transportation will be reimbursement for fuel costs to drive to an out of town course or learning/mentoring experience;
- In exceptional cases where driving is not practical, public transportation costs (flights, bus & train) may be wholly or partially reimbursed;
- Normally the cost of modest but comfortable accommodation will be reimbursed for pre-approved out of town training opportunities;
- Reimbursement for out of town training costs must be pre-approved.

### *Who qualifies for funding?*

- Club members who demonstrate a commitment to teaching.

## **Ski Coaches**

### *What qualifies for funding?*

#### NCCP course fees

- NCCP course fees will be reimbursed upon successful completion of an NCCP course.
- Participation in CCC/CCBC High Performance Seminars for NCCP Coaches above T2T or higher level; these instructors must have shown a commitment to teaching for the Club during the past three years;
- The most common level of support for transportation will be reimbursement for fuel costs to drive to an out of town course or learning/mentoring experience;
- In exceptional cases where driving is not practical, public transportation costs (flights, bus & train) may be wholly or partially reimbursed;
- Normally the cost of modest but comfortable accommodation will be reimbursed for pre-approved out of town training opportunities;
- Reimbursement for out of town training costs must be pre-approved.

### *Who qualifies for funding?*

- Club members who demonstrate a commitment to coaching.

## **Athletes**

### *What qualifies for funding?*

Funding will be considered upon receipt of a letter requesting funding from the athlete. The letter should describe the event/activity and confirm that the athlete has met all the funding conditions. A copy of the request for funding is to be given to the club president.

### *Who qualifies for funding?*

An athlete under 25 years of age applying for financial support must be a member in good standing and have been a member for a minimum of one year prior to application for financial support (the athlete cannot apply for financial support until the 2nd year of membership).

Note: Para-Nordic athletes receive funding through Para-Nordic grants and are not eligible under these guidelines.

In order to receive funds, the athlete must:

- Be on the BC Team, National Development Team, or National Team;
- Show commitment and potential for improvement in their discipline. This means that events that will qualify are ones that have the status of Canada Cup, National Championship, Continental Cups or other international races.

For example:

- World Cup Level \$1500.00
  - International Level (outside of North America) \$1250.00
  - North America \$1000.00
  - National Championships \$500
- Athletes should be actively involved in the club by participating in club events and being “visible” to club members;
  - Athletes must be in good financial standing with the CCBC and CCC.

## CONTRACTORS & EMPLOYEES

The following positions will be contracted out:

- Bookkeeper;
- Web Designer;

The following positions will be hired out:

- Coach/Ski Instructor(s).

### Hiring

#### Bookkeeper & Web Designer

- Multiple quotes required for initial hiring of Bookkeeper and Web Designer. The scope of work to be performed should be approved by the Board of Directors. Contract length to be determined by scope of work. If cost of work exceeds \$4000, than an Extraordinary General Meeting should be held to vote on the hiring.

#### Coach/Ski Instructors

- Will be paid an hourly rate based on their level of certification. \$20 for CANSI1/Community Coach, and an additional \$5 for each successive level. CANSI2/L2T Coach CANSI3/T2T Coach, and CANSI4/L2C Coach and higher;
- Club will pay WorkSafe BC fees for coaches;
- Coaches will not be paid travel expenses in the Sea to Sky region;
- Coaches/Ski Instructors for Silver Star Ski Camp will be paid \$125 per session (equal to \$50/hour);
- The Board at its discretion may offer additional compensation (such as one night of accommodation) for high level coaches running programs at Silver Star or any other special event;
- CANSI ski instructors can submit their CANSI membership for reimbursement for the season they teach for NRSC;
- Coaches/Ski Instructors working unsupervised with minors and vulnerable adults must submit a Criminal Records Review (<https://www2.gov.bc.ca/gov/content/safety/crime-prevention/criminal-record-check/volunteer-organizations>).

## What to Include in Contracts

- A statement that the contractor is not an employee of the NRSC and therefore is not entitled to any employee benefits;
- A full description of the services being performed by the contractor;
- A clear statement that all work including data, materials, code, design, etc., becomes property of NRSC;
- What fees are to be paid, including a caveat that the NRSC will have no responsibility to pay for any work performed by the contractor that would result in payment that exceeds the original fees;
- The process for invoicing for work completed;
- A statement regarding the independence of the contractor (i.e. able to set own hours and provide services to others during the term of the agreement, ability to hire helpers or assistants to replace the contractor if needed).

## Payments

- Bookkeeper & Web Designer: as per agreed upon contract;
- Coaches/Ski Instructors: payment to be made as soon as reasonably possible after completion of program/clinic or as per agreement.

# STANDARDS OF CONDUCT POLICY

NRSC has adopted, with permission, CCBC's Code of Conduct and Ethics Policy. Responsibilities are as follows:

## All Individuals

- Maintain and enhance the dignity and self-esteem of NRSC members and other individuals by:
  - demonstrating respect to individuals regardless of body type, physical characteristics, athletic ability, gender, ancestry, color, ethnic or racial origin, nationality, national origin, sexual orientation, age, marital status, religion, religious belief, political belief, disability or economic status;
  - focusing comments or criticism appropriately and avoiding public criticism of athletes, coaches, officials, organizers, volunteers, and members;
  - consistently demonstrating the spirit of sportsmanship, sports leadership and ethical conduct;
  - acting, when appropriate, to prevent or correct practices that are unjustly discriminatory;
  - consistently treating individuals fairly and reasonably; and
  - ensuring that the rules of cross country skiing, and the spirit of such rules, are adhered to.
- Refrain from any behavior that constitutes harassment or assault, where harassment is defined as comment or conduct directed towards an individual or group, which is offensive, abusive, racist, sexist, degrading or malicious. Types of behavior that constitute harassment include, but are not limited to:
  - written or verbal abuse, threats or outbursts;
  - the display of visual material which is offensive or which one ought to know is offensive;
  - unwelcome remarks, jokes, comments, innuendos or taunts;
  - leering or other suggestive or obscene gestures;
  - condescending or patronizing behavior which is intended to undermine self-esteem, diminish performance or adversely affect working conditions;
  - practical jokes which cause awkwardness or embarrassment, endanger a person's safety or negatively affect performance;
  - any form of hazing;
  - physical or sexual assault;
  - intimidation or bullying;
  - behaviors such as those described above that are not directed towards individuals or groups but have the same effect of creating a negative or hostile environment;
  - retaliation or threats of retaliation against an individual who reports harassment.
- Refrain from any behavior that constitutes sexual harassment or assault, where sexual harassment is defined as unwelcome sexual comments and sexual advances, requests for sexual favors, or conduct of a sexual nature. Types of behavior that constitute sexual harassment include, but are not limited to:
  - sexist jokes;
  - display of sexually offensive material;
  - sexually degrading words used to describe a person;
  - inquiries or comments about a person's sex life;
  - unwelcome sexual flirtations, advances or propositions;
  - unwelcome sexual flirtations, advances, requests or invitations;
  - persistent unwanted contact; and
  - any behavior that may constitute sexual assault.
- Refrain from the use of power or authority in any attempt to coerce another person to engage in inappropriate activities;



- Take reasonable steps to manage the responsible consumption of alcoholic beverages in social situations associated with NRSC/CCBC/CCC events;
- Respect the property of others and not willfully cause damage;
- Abstain from the use of non-approved drugs and performance-enhancing substances;
- Comply with the Bylaws, policies, rules and regulations of CCBC, as adopted and amended from time to time;
- Adhere to all Federal, Provincial, Municipal or host country laws.

## Coaches

In addition to the Individual Responsibilities noted above, Coaches have further responsibilities. The athlete-coach relationship is a privileged one and plays a critical role in the personal as well as athletic development of their athletes. Coaches must understand and respect the inherent power imbalance that exists in this relationship and must be extremely careful not to abuse it.

Coaches will:

- Ensure a safe environment by selecting activities and establishing controls that are suitable for the age, experience, ability and fitness level of athletes, including educating athletes as to their responsibilities in contributing to a safe environment;
- Prepare athletes systematically and progressively, using appropriate time frames and monitoring physical and psychological adjustments while refraining from using training methods or techniques that may harm athletes;
- Communicate and cooperate with sport medicine professionals in the diagnosis, treatment and management of athletes' medical and psychological situation to avoid compromising the present and future health of athletes;
- Under no circumstances provide, promote or condone the use of non-approved drugs or performance-enhancing substances;
- Accept and promote athletes' personal goals and refer athletes to other coaches and sports specialists as appropriate and as opportunities arise;
- At no time engage in an intimate or sexual relationship with an athlete aged 18 years or under and at no time engage in an intimate or sexual relation with an athlete over the age of 18 if the coach is in a position of power, trust or authority over the athlete;
- Where an athlete has qualified for a training camp, provincial team, national team, etc., the Coach will support the program, applicable coaching staff and CCBC;
- Refrain from intervening inappropriately in personal affairs that are outside the generally accepted jurisdiction of a coach;
- Act in the best interest of the athlete's overall human development.

## Athletes

In addition to the Individual Responsibilities noted above, Athletes have further responsibilities to:

- Report any medical problems in a timely fashion, where such problems may limit the athlete's ability to travel, train or compete;
- Participate and appear on time in all competitions, practices, training sessions, events, activities or projects;
- Properly represent themselves and not attempt to enter a competition for which they are not eligible, by reason of age, classification or other reasons;
- Adhere to CCBC's rules and requirements regarding clothing and equipment;
- Abide by curfew regulations as defined by the coach responsible for the athlete.

## Officials

In addition to the Individual Responsibilities noted above, Officials have further responsibilities to:

- Be fair and objective;
- Avoid situations which a conflict of interest may arise;
- Make independent judgments.

The above Standards of Conduct will form part of the Membership Application Form.

# COMMUNICATION POLICY

## Minutes

It is the secretary's responsibility to ensure effective minutes from the Board Meetings are taken. If the Secretary is not present, the President can appoint another Director for this task. The unofficial/draft minutes are to be circulated to the Board within 7 days after a Board Meeting. Board Meeting minutes from the previous meeting are to be approved at the current Board meeting; the edited/revised Minutes should be circulated 1 day prior to the upcoming Board of Directors Meeting. Club members may request a copy of any approved Minutes by writing to [President@NordicRacers.ca](mailto:President@NordicRacers.ca).

## In-Camera Meetings

It is the discretion of the Board Chair to determine whether a portion of the meeting be identified as an in-camera session. There will be an opportunity for an in-camera session at all Board meetings. A separate agenda for in-camera sessions will be prepared and the circulation restricted to the participants of the in-camera session.

Matters that will generally be dealt with in an in-camera session include, but are not limited to:

- Assessing, rewarding, or disciplining contractors;
- Discussions and dealings with other entities or persons where the information being discussed may compromise the relationship of the Club with them or its relationship with its stakeholders;
- Financial, personnel, contractual and/or other matters for which a decision must be made in which premature disclosure would be prejudicial;
- Matters related to civil or criminal proceedings;
- Personal health information related to an individual.

## Website and Email

All official club communications with members will be by email. Social activity and program information will be posted on the club website. Other forms of social media will be considered for marketing purposes but do not require members to participate to keep abreast of club events/happenings.

## INFORMATION AND PRIVACY POLICY

NRSC adheres to the British Columbia *Personal Information and Protection Act*<sup>3</sup> (“the Act”) which sets out how all private sector organizations (including non-profit societies) must handle the personal information of the public. The Act sets out principles of fair information practices that in turn form ground rules for the collection, use and disclosure of personal information.

All internal documents are the property of the Club and the Directors should approve requests for this information.

“**Personal Information**” means information about identifiable individuals including their name, age, gender, address(es), phone number(s), fax number(s), email address(es), medical information, occupation, education, interests, preferences, personal profile, personal identification numbers including medical card, driver’s license, social insurance, or credit card numbers), and any other information which is reasonably regarded as private.

The Club will collect and use Personal Information from its members that directly relates to or is necessary for a Club program or activity and may collect, use, and/or disclose Personal Information to:

- Register Club membership;
- Collect dues;
- Register Members for Club programs or activities;
- Post lists of participants, volunteers, and officials for Club programs or activities;
- Send Club newsletters, bulletins, and announcements to Members;
- Collect necessary, relevant medical information for safety purposes;
- Contact appropriate people in case of emergency;
- Obtain the consent of guardians for their children to participate;
- Protect the Club and its Members, agents, or employees, from legal liability.

### Consent

Each applicant for Club membership or participation in a Club program or activity must give informed consent to the collection, use, and disclosure of Personal Information in accordance with purposes stated in the Privacy Policy and any additional purpose stated or obvious at the time consent is given as follows:

- Each applicant named in an application who is capable of giving consent must give consent by signing the application; and
  - a guardian of any minor applicant named in the application who is incapable of giving consent must give consent by signing the application on behalf of the minor;
- An individual is deemed to consent to the Club’s collection, use, and disclosure of Personal Information if, at the time of deemed consent, the purpose for collection, use, or disclosure of Personal Information would be obvious to a reasonable person, and the individual voluntarily provides the personal information to the Club for that purpose;
- Anyone may withdraw consent to the collection, use, or disclosure of his or her Personal Information, provided however that:

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<sup>3</sup> Office of the Information and Privacy Commissioner for British Columbia (October 2015). *A Guide to BC’s Personal Information Protection Act for Businesses and Organizations*. Retrieved August 9, 2018 from <https://www.oipc.bc.ca/guidance-documents/1438>

- the Club may, upon withdrawal of consent, and following notice to the member, cancel the individual's membership in the Club or deny the individual the right to participate in a Club program or activity;
- Despite withdrawal of consent, the Club may retain, use, and disclose such Personal Information as is allowed by law to protect the legal interests of the Club or its Members, agents, or employees; and
  - the Member may not withdraw consent if the withdrawal will frustrate performance of a legal obligation.

The Club may collect, use, or disclose Personal Information without express consent if:

- The collection, use, or disclosure is clearly in the interest of an individual and the individual's consent cannot be obtained in a timely way;
- The collection, use, or disclosure is necessary for medical treatment of an individual who does not have the legal capacity to give consent; or
- The use is necessary to respond to an emergency that threatens the life, health or security of an individual.

The Club may collect, use, and disclose such Personal Information as may be reasonably necessary to:

- Protect the Club or Members from legal liability;
- Protect the Club or Members from fraud;
- Investigate a breach or anticipated breach of law;
- Enforce the Club's legal rights;
- Comply with the law, including giving compellable evidence; or
- Obtain legal advice.

The use of photos: Consent included in registration form but Communications Chair will also try to contact by email people in the image before publishing photos.

## EVENT ORGANIZING POLICY

Special committees or working groups may be struck when the Board considers it appropriate and may give such committees powers as it sees fit. At least one Director from the Board must serve on each committee and other members may be solicited from the Club according to skills and abilities required for the operation of that committee. The designated Board Director will be required to report progress, updates and resolutions from that committee.

The Board of Directors will provide terms of reference and a work plan for each committee or working group. Every event must have a budget submitted for approval by the Board of Directors.

### Sanctioned and Non-Sanctioned Events

Sanctioned events (i.e., those covered by Insurance policy) include but are not limited to: general recreational skiing, socials, fundraising and PR events, out-of-town tours if sponsored and run by the club. If NRSC organizes the event and all participants sign the Informed Consent Waiver (see Links to Forms in Appendixes) then NRSC has insurance coverage.

Non-Sanctioned events are not organized by NRSC. Often times there are gatherings of Nordic Racer members not organized by the NRSC. NRSC must make clear that it is a non-sanctioned event so that NRSC cannot be held liable in event of injury/damage. An example of this is Locarno Sailing Club inviting Nordic Racer members to go sailing/rowing/paddling. NRSC informs members of this event but must make it clear that it is a non-sanctioned event.

### Waivers for Non-Members

If non-members attend a NRSC event (e.g., Fall Dryland Training) then they must sign a Waiver (see Link to Forms in Appendix). Social events where risk of injury is low use discretion in usage of Waivers.

### Overnight Ski Trips

Ski trips are to be cost-recovery. Ski trip coordinators are given free accommodations: Silver Star trip coordinator is given 2 nights' accommodation for their work; all other trips are 1 night.

When working out the cost for accommodation charges per person, the following items should be considered:

- Zone4 fees
- Merchant Account fees
- Cleaning services (sometimes this is an additional cost)
- Calculate on the lowest number of beds being filled or else add an additional cost in case not all beds are filled
- To discourage last minute sign ups, set up an early bird pricing deadline that is several weeks prior to the trip
- Inquire about parking
- Inquire about departure requirements (e.g. towels/sheets to be laundered or dishes to be washed)
- Confirm bed configurations as the website is not always updated with the latest bed set up. Note we are often not able to use the beds the same way as the website states (e.g. a queen lower bunk with single top bunk will state 3 people but we will only put 2 people in that room)
- Accommodation fees are non-refundable. Members are asked not to sell their spot. If the house is filled we may create a standby list in which case we will charge a \$30 Administrative Fee for re-selling someone's spot.
- An additional house may be added at the discretion of the trip coordinator and the president once a wait list warrants another house.
- Common areas are not to be used for sleeping; a den maybe considered if it does not interfere with the running of the house and enjoyment of other's stay.

## **REFUND POLICY**

No refunds for membership fees are provided for any reason.

The Club does not provide refunds to registrants once registration has closed. Once the online registration has been completed, refunds for program fees are only provided for medical reasons (doctor's note required) and then on a pro-rated basis once the program starts.

Refund policy is subject to change and availability of funds.

## **SPONSORSHIP & DONATION POLICY**

The Club accepts unsolicited sponsorship funds and donations from organizations that are aligned with the goals of the Club and the Provincial and National Sport Organizations for the sport (e.g. Haywood). The Club reserves the right to refuse donations or sponsorship where there is a requirement to provide recognition that is not deemed appropriate, or to add programs or services that are not in line with the Club's strategic direction, or for which there are insufficient club resources to undertake, or other reasons at the discretion of the Board. From time to time, the Club may solicit sponsorship or donations for Club capital expenditures (e.g. paid head coach). These solicitations will be guided by a clear sponsorship document that will outline why we are seeking funds, how they will be utilized, and how sponsors and donors will be recognized for their contributions. Records will be maintained of donations with specified use. Expenses related to specific use donations are to be accounted for.

## **CHANGES/REVISIONS TO THIS MANUAL**

This manual was passed in its entirety in August 2018. Any changes/revisions to any parts of this manual must be voted on by the current Board of Directors. Date of vote and reasons for change/revision must be noted for future Boards to view.

## Appendix A – The History of the Nordic Racers Ski Club

The history of our name stems back to a life-long legacy created by Sigge Bjorkland, who had a vision to develop cross country skiing in Vancouver. As a young man, Sigge immigrated to Vancouver in 1956 from Finland, met his wife Elene, a local gal with Scandinavian roots, and worked in a successful job as an electrician. With a passion for cross country skiing since he was a tot, he was disheartened when xc skis were non-existent in Vancouver, so he arranged to have 300-400 pairs imported from Finland, and sold them out of his garage. Friends and neighbours urged him to start a store thus Sigges Sport Villa opened up shop on West 4th in Vancouver. His passion for the sport didn't stop there, as he started the first club, the Vancouver Skiers in 1962, taught classes, co-wrote the first manual for Nordic ski instructor certification, laid out trails, organized trips, and sponsored junior racers. He skied the BC Cup races and earned a spot on the BC Team, and was excited to represent BC at the National Championships. As competition grew, he started a new club .... The Nordic Racers was created in 1980, with a new mission to help promising young skiers reach their racing potential.

The Nordic Racers purpose to promote recreational and competitive cross country skiing lead to the club hosting the Continental Cup (at that time it was the Canadian National Championships) in December 1991. After hosting the event, the sponsor turned over \$10,000 in revenue to the Club. The Club was not a legal entity so the Constitution and By-Laws were written up in January 1992 and the Club was legally recognized as a non-profit society. The club would be able to open a bank account and, more importantly, would not have to file tax forms.

In 2001 the Club once again began hosting ski races. And for several years the Club organized The Holly Burn ski race at Cypress Mountain.

During this period Club allowed a coach to run a biathlon program for one season to see if it would fit with the Club's goals and purpose. The one year review never took place and the biathlon program grew to be a junior program with about 10 kids. A review taken in 2004 found the Club exposed to significant liability (it is worth noting that biathlon comes under Biathlon Canada and the International Biathlon Union whereas cross country skiing comes under Cross Country Canada and FIS) and diversion of its financial resources. The membership voted to disassociate with biathlon so the Club would remain true to its original purpose of promoting recreational and competitive cross country skiing.

In 2005 the Club received a corporate donation in excess of \$23,000 to start a Para-Nordic program. With that seed money the Club began training Paralympic athletes and 5 members of the Nordic Racers skied for Canada at the 2010 Paralympics. (One member participated in the 2014 Paralympics and two members participated in the 2018 Paralympics).

In 2005 Vancouver was announced as the site of the 2010 Winter Olympic/Paralympic Games. The Club discontinued The Holly Burn ski race and instead focused on the Olympics/Paralympics.

Between 2005 and 2009, the Nordic Racers trained over 40 race officials who would volunteer at the 2010 Olympic/Paralympic Games. In 2008 and 2009, Nordic Racer members played a significant roles in the hosting of the BC Championships, Western Canadian Championship and Ski Nationals, the "test events" leading up to the Olympic Games.

Following the Winter Olympics, the Sea to Sky clubs collaborated under the umbrella of the Callaghan Valley Cross Country Ski Club to host the Payakentsut. The Nordic Racers continue to volunteer in large numbers in hosting races at Whistler Olympic Park.

In 2018-19 the Club updated the Constitution and By-Laws. And this Governance Manual was adopted.



## Appendix B – Cross Country Organization in Canada

<u>NAME</u>	<u>LEVEL</u>	<u>FUNDING</u>	<u>NOTES</u>
Sport Canada	Minister of Sport and Persons with Disabilities (Department of Canadian Heritage)	Taxes	Writes policies for Canada (eg inclusion - NSOs were responsible for both Olympic and Paralympic Teams)
Cross Country Canada	NSO (National Sport Organization)	Own the Podium (receives majority of funding from Sport Canada) Club membership fees (collected by the PSO) Merchandise Donations/Sponsorship (eg Haywood)	* aligns with Sport Canada policies * responsible for Ski National
Cross Country BC	PSO (Provincial Sport Organization)	viaSport (receives majority of funding from Provincial Government) BC Gaming Club memberships (collected by local clubs) Merchandise Donations/Sponsorship (eg Teck)	* aligns with NSO policies and Provincial government mandates * responsible for BC Cups
Nordic Racers Ski Club	Local ski club	Membership fees Program revenue Grants (eg BC Gaming, Canadian Paralympic Committee, Telus) Donations (eg DHL)	* aligns with PSO policies in order to be eligible for insurance

\*\* Canada Winter Games are funded by Sport Canada and is meant to showcase the next generation of Olympic and Paralympic champions

\*\*\* The BC Games are funded by the BC Government. BC Games Society is also responsible for Team BC at Canada Games.

\*\*\*\* CCBC is a non-profit society. Members are the ski clubs. Each club has one vote. At the CCBC AGM the NRSC President or another Director attends and votes to elect the Directors and Officers.

# Appendix C - Roadmap for Athletes

PROGRESSION	EXPLANATION	COMPETITIONS	NRSC SUPPORT	COACH
BC Talent Squad	A talent identification program that has been established for the purpose of recruiting and supporting promising athletes from club programs throughout BC.	* BC Cups * BC Winter Games	* Subsidize travel to competitions	NRSC
BC Development Squad	Comprised of developing cross country ski athletes just below the level of the BC Ski Team. This program is designed for athletes 15 to 18 years of age and is a "feeder" program to the BC Ski Team. For Para-Nordic athletes must be under 30 years of age.	* BC Cups * BC Winter Games * Ski Nationals	* Subsidize travel to competitions	NRSC
BC Ski Team	The BC Ski Team is comprised of elite cross country ski athletes of British Columbia. The program is designed for athletes that have the skill, ability and interest in pursuing a career at the National or International level.	* BC Cups * Canada Winter Games * Ski Nationals	* Subsidize travel to competitions	NRSC + BC Team
National Junior Team/Para-Nordic Prospects Team	Selected by National Ski Team coaches and CCC High Performance staff	* BC Cups * Canada Winter Games * Ski Nationals * Nor Ams		NRSC + National Development Coach
National Development Squad	Selected by National Ski Team coaches and CCC High Performance staff	* Ski Nationals * Nor Ams * World Cups * Olympics/ Paralympics		NRSC + National Team Coach
National Ski Team	Based on performance and world cup points	* Ski Nationals * World Cups * Olympics/ Paralympics		National Team Coach

Progression is to feed the next team with athletes eventually representing Canada at Olympics/Paralympics.

NRSC has been successful in sending athletes to the 2010, 2014 and 2018 Paralympic Games

Masters athletes [competing at Canadian Masters or World Masters] are not financially supported by NRSC.

## Appendix D – Roadmap for NCCP Coaches

{Course fees indicated for 2018}

PROGRESSION	EXPLANATION	NRSC SUPPORT	COMMITMENT	
Coach Initiation in Sport	A multi-sport module that all new coaches, no matter what sport, must complete.	NRSC will pay the \$15 course fee (1 hour online course)	None	
NCCP INTRODUCTION TO COMMUNITY COACHING WORKSHOP	The “ICC” Workshop is designed to teach parents and other beginning coaches with basic information and a feeling of confidence as they begin their role as a coach. It teaches coaches how to deliver a series of age-appropriate skill development sessions under the guidance/supervision of more experienced coaches. The orientation is to skiers of all age groups with an emphasis on working with children under six years of age (the “Active Start” stage of athlete development). Coaches are taught basic coaching skills, how to teach the fundamentals of technique, growth and development considerations, how to create a motivating learning environment and how to set up a ski playground.	NRSC will pay the \$85 course fee (10 hr classroom course made into an online course in 2017)	Volunteer at a Skiing Is Believing Clinic	<b>NOTE: In order to take the next course you are required to coach children (Jackrabbit Program or Track Attach Program) or Para-Nordic skiers</b>

NCCP COMMUNITY COACHING WORKSHOP	The “CC” Workshop is the second step in the NCCP coach education program. It provides essential training for coaches delivering an effective skill development program to children six to nine years of age (the “FUNdamentals” stage of athlete development. This program is designed to train coaches to teach children technical skills, select games that reinforce the technical skills being taught, design and lead on-snow sessions, select and prepare equipment for young children and make learning FUN.	NRSC will pay the \$105 course fee (16 hr weekend course with about 5 hours on-snow)	Volunteer at a Skiing Is Believing Clinic	Completion of these first two courses was old NCCP Level 1
NCCP L2T (Dryland) Workshop	Coaches are taught about developmental age, physical literacy, team building, athletic components (aerobic fitness, speed, etc.), nutrition, how to design their own sport program, adventure-based activities (year-round), roller-skiing and planning a practice.	NRSC will pay the \$100 course fee (18 hr weekend course; must have roller skis)	Teach Learn to Loppet (one series of 4 classes)	
NCCP L2T (On-Snow) Workshop	This workshop is designed to train coaches on team management, supporting athletes at a competition, teaching and learning, equipment selection, ski preparation and how to teach ski technique effectively.	NRSC will pay the \$100 course fee (16.5 hr weekend course; must have both classic and skate skis)	Teach Learn to Loppet (one series of 4 classes)	Completion of the two L2T courses was old NCCP Level 2. Level 2 required to be Club Head Coach
NCCP T2T (Dryland) Workshop	Coaches are taught about growth and maturation, energy systems, training intensities, monitoring and recovery, strength, speed, flexibility, exercise performance and health, roller-skiing and other dryland ski simulation techniques, exercise performance and health, etc.	NRSC will pay the \$125 course fee (18 hr weekend course; must have roller skis)	Teach Learn to Loppet (one series of 4 classes)	

NCCP T2T (On-Snow) Workshop	Designed to train coaches to develop an effective competition plan for a team, prepare for a competition, support athletes at a competition, teach basic mental skills, refine all ski techniques, test and prepare skis, and make ethical decisions.	NRSC will pay the \$125 course fee (18 hr weekend course; must have roller skis)	Teach Learn to Loppet (one series of 4 classes)	Completion of the two T2T course was old NCCP Level 3. Level 3 required to be Provincial Team Coach
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***The following courses are additional courses for coaches wanting to work with Para-Nordic Athletes***

NCCP Community Coach AWAD Module	This workshop is comprised of two hours of classroom learning, one hour of training as an observer coach at an entry level 'learn to ski' camp, and two hours of training as an assistant coach helping at the same camp (a total of 5 hours). Pre-requisite: must have completed ICC and CC courses.	NRSC will pay the \$65 course fee (6 hr one-day course). On-snow component; must have classic skis.	Volunteer at a Skiing Is Believing Clinic	
NCCP CCI (Dryland) AWAD Module	This workshop is held in conjunction with a one day 'training camp' for athletes that are in the Learning to Train (L2T) and/or Training to Train (T2T) stages of development. This module includes four hours in a classroom and eight hours in the field' as an assistant coach at the camp (a minimum of 12 hours). Pre-requisite: must have completed L2T courses.	NRSC will pay the \$105 course fee (16 hour weekend course). Must have roller skis	Volunteer at a Skiing Is Believing Clinic or at a Para-Nordic Training Camp	
NCCP CCI (On-Snow) AWAD Module	This workshop is held in conjunction with a one day (or longer) sanctioned provincial-level competition. This module includes four in a classroom and eight hours 'in the field' as an assistant coach at the event (a minimum of 12 hours). Pre-requisite: must have completed L2T courses.	NRSC will pay the \$105 course fee (16 hour weekend course). Must have classic and skate skis.	Volunteer at a Skiing Is Believing Clinic or at a Para-Nordic Training Camp	

<b>Additional Courses</b>				
CCC High Performance Seminar	CCBC invites coaches as the T2T level to these seminars	NRSC will cover travel to course as well as accommodations.	Share knowledge of the latest technique progressions with all NRSC coaches.	
Para-Nordic Identification and Development Camp	The annual November camp in Canmore where Para athletes and coaches train with the National Ski Team.	NRSC will cover the fee for a limited number of coaches and athletes to attend the camp.	Coaches to coach for one season with NRSC Para Team	

## Appendix E – Roadmap for CANSI Ski Instructors

{Course fees indicated for 2018}

PROGRESSION	EXPLANATION	NRSC SUPPORT	COMMITMENT	
CANSI1	16 hour course to teach beginners to ski. Must meet minimum ski technique standard for Diagonal Stride and One-Skate in order to pass.	NRSC will reimburse the \$350 course fee upon passing the course and fulfilling the commitment	50% after one season of teaching, remainder reimbursed after second season of teaching. Still paid hourly rate for teaching	<b>NOTE: Ski Instructors only teach technique whereas NCCP Coaches are developing athletes that may end up on the National Ski Team. Ski resorts like Cypress typically hire CANSI certified instructors.</b>
CANSI2	5-day course to teach dynamic skiing. Must be able to ski with hips forward to pass.	NRSC will reimburse the \$550 course fee upon passing the course and fulfilling the commitment	50% after one season of teaching, remainder reimbursed after second season of teaching. Still paid hourly rate for teaching	
CANSI3	5-day course with greater focus on evaluating technique. Must be technically proficient in all classic and skate techniques.	NRSC will reimburse the \$550 course fee upon passing the course and fulfilling the commitment	50% after one season of teaching, remainder reimbursed after second season of teaching. Still paid hourly rate for teaching	<b>Paid up CANSI members also get liability insurance coverage from CANSI</b>
CANSI4	Week long course with focus on downhill techniques. Must be complete all around skier.	None		

Professional Development Courses	One day courses at Cypress. No cost for paid up CANSI members.			
National Seminar		TBD by Board of Directors		



## Appendix F – Roadmap for CCC Race Officials

{Course fees indicated for 2018}

PROGRESSION	EXPLANATION	NRSC SUPPORT	COMMITMENT
CCC Officials 1	An eight hour course that provides an overview of what a cross country ski competition is all about. The focus is on the duties of minor officials for both 'Olympic' style (interval start, mass start, pursuit start, individual sprint, team sprint and relay) and 'Loppet' style (mass participation) competitions.	NRSC will pay the \$85 course fee	Volunteer at Payak
CCC Officials 2	A 16 hour course that prepares officials for leadership roles on a competition committee at club, provincial and most national level races, including the BC Cup Series, BC Winter Games and loppets. The course covers all official race formats, rules and regulations, rule interpretation, electronic timing, all aspects of the results system and volunteer management.	NRSC will pay the \$100 course fee	Volunteer at Payak
CCC Officials 3	This is a 3.5 day course. It is designed to prepare an official to (1) effectively structure, staff and manage a competition committee at provincial through national level competitions, (2) perform any 'major' official role at the National Championship level, (3) perform the role of a provincial Technical Delegate at a provincial and national level races and (4) have a good understanding of CCC/FIS rules.	Course is held in conjunction with Ski Nationals. NRSC will subsidize travel to course.	Volunteer as a Chief at a competition at WOP

## Appendix G – Para-Nordic Committee

There is a symbiotic relationship between the Para Programs and the Nordic Racers Ski Club. The Para Program is entirely self-funded and has never required any funding from the Nordic Racers. However the Program is small and requires volunteers to help it continue running.

The Nordic Racers purpose as stated in its Constitution, and in its name, is to support recreational and competitive cross country skiing. Supporting competitive cross country skiing in the Canadian sport structure means running programs where athletes may qualify for the BC Team and the National Team. The Nordic Racers originally ran a youth program that had several athletes represent BC but that program folded when the Hollyburn Ski Club began its competitive junior program. Consequently the Nordic Racers rely on the Para Program to fulfill its purpose. The Para program has sent members to the 2010, 2014 and 2018 Paralympic Games and has had athletes on the BC Team for the 2011, 2015 and 2019 Canada Winter Games.

The Para-Nordic Committee writes grant applications every year. The main grant is the BC Gaming Grant. The conditions of the Gaming Grant are that a separate bank account be maintained so that the usage of grant funds can be clearly identified.

The Para Programs have also obtained grants from other sources and those grants in a sub account of the Nordic Racers bank account.

While the Para Programs are self-funded, the Para Committee is responsible for establishing the Para Program budget and the running of all Para Programs. A Director must be on the Para Committee as the Para Committee must abide by NRSC's Constitution & By-Laws and NRSC's policies (Governance Manual).

Should a time ever come where the Para Programs are no longer self-funded, then the NRSC membership must vote to decide the future relationship between the Para Programs and NRSC.

## Appendix H – Links to Forms

Nordic Racers Expense Form

[https://drive.google.com/open?id=17DjdQOX87fIMFvw391wb8\\_LKi0CFNwLJ](https://drive.google.com/open?id=17DjdQOX87fIMFvw391wb8_LKi0CFNwLJ)

Trip Cost Calculation Form

<https://drive.google.com/open?id=1SKRUK5KI2J-XYbxongHCRIkh8sAAtJSr>

Incident Report Form

<https://drive.google.com/open?id=1kLz1loHxPEDMQnLqkRMEr2ogv-Z7Hztx>

Informed Consent Waiver (CCC/CCBC)

[https://drive.google.com/open?id=1pZnev2PrTjKjLx-PpPWrmEf5Ezx\\_-zmE](https://drive.google.com/open?id=1pZnev2PrTjKjLx-PpPWrmEf5Ezx_-zmE)