

POLICY AND PROCEDURE TOOL KIT

EFCL Resource



**WHERE NEIGHBOURS MEET
and GREAT THINGS HAPPEN**
EDMONTON FEDERATION of COMMUNITY LEAGUES

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TOOL KIT INTRODUCTION

Why Policy and Procedure?

Unlike your League's Bylaws, having a policy and procedure document is not a legal requirement under the Societies Act. However, *the creation of written policy and procedure will help your league function more effectively and efficiently*. Leagues are volunteer-run organizations and can be subject to high turnover. Too often details about operations and program development is lost when "knowledge keepers" leave. In the absence of policy and procedures, "Individual staff will each come up with their own processes and this may lead to confusion, inefficiency, poor outcomes and less than satisfactory results" (Charity Village, 2018).

What is Policy and Procedure?

Your organization creates policy and procedure all the time as you determine *what* and *how* things get done. Often policies are created reactively, when there is a problem. Perhaps there has been a conflict of interest, an oversight that resulted in unsafe working situations, or a question that keeps getting asked by the membership. Policy sets precedence. It's the answer you've come up with that can be applied again and again consistently. Good policy saves time and is preventative (not only reactive!).

POLICY is the statement, the "what" and "why" (What is the policy? Why do we need it?)

PROCEDURE is the process, the "how" (What needs to be in place to apply the policy?)

Who Creates Policy?

Creating effective policy and procedures is the role of the whole board. Some experts suggest each employee write down briefly how they do tasks specific to their role; "this then becomes a shareable asset for the organization" (Charity Village, 2018). Policies created exclusively top-down will likely sit on a shelf and not be used.

Tips for Policy and Procedure

- "Policies and procedures must be written in clear, straightforward language so that employees can easily understand them" (Melanie Laflamme, YMCA Toronto).
- Keep in mind that policy and procedure manuals should always be *living documents* that are regularly updated as things change within the organization.
- Everyone in your organization should have access to and be familiar with your core policies

Building on the Bylaws

Before you start policy and procedure creation, ensure your board is familiar with your bylaws. This will ensure you are not creating a policy that is already in your bylaws. Instead, your policies should build on the bylaws. For example, your league's bylaws will have information

about how meetings are run and the cost of membership, but you may choose to have a policy about waiving fees for families who cannot pay.

Policy Creation Worksheet

This worksheet is a tool for your board and serves to facilitate conversation around any given topic you think might require policy. If you conclude that the decision made would be the same the next time (that it is a *precedent setting* decision) then move onto the policy template and write up the decisions as policy to be approved by the board.

What was the topic/item?
Why did the Board need to take action?
What did the Board decide?
Is the decision always the same (if no, what do you need to consider to make the decision)?
What needs to happen next?

Policy Template

Provide a template for policy creation at the beginning of your policy document so that there is CONSISTENCY throughout. Below is EFCL's example of a template for writing out your policy.

## (Policy Name)		
Adopted Date:	Last Review:	Next Review:
Policy Statements:		
Purpose/Rationale:		
Procedures:		

ESSENTIAL GOVERNING POLICY

Introduction

In this section you will find the core governance policies that every board should have. They are the foundation of any policy and procedure manual, and they include: **Code of Conduct**, **Conflict of Interest**, and **Confidentiality/Privacy**. In addition to these we've added to this section a sample "Creating Policy" policy which is helpful to ensure the creation of consistent policy as you go forward.

Code of Conduct

1.1 Code of Conduct		
Adopted Date: July 29, 2018	Last Review: July 29, 2019	Next Review: July 29, 2020
<p>Policy Statements:</p> <p>All board members will conduct themselves ethically and professionally and all decisions will be for the benefit of the greater membership and not for personal gain. To this end, all board members are required to sign the <i>Code of Conduct</i> document provided in Appendix A</p>		
<p>Purpose/Rationale:</p> <p>Having a clear and detailed <i>Code of Conduct</i> will help board members to understand their role and obligations. This document, signed by board members, will help to limit theft, fraud, and unethical practice and will give the board a clear reference point from which to discipline or remove a board member.</p>		
<p>Procedures:</p> <p>Board members will sign the <i>Code of Conduct</i> as part of the onboarding process and will re-commit each calendar year of their term.</p> <p>A Board member who fails to comply with this policy shall be considered in violation of the agreement and will be subject to appropriate disciplinary action (or removal).</p> <p>All signed <i>Code of Conduct</i> forms will be kept by the board secretary in a central location for the reference of the whole board.</p>		

Conflict of Interest

1.2 Conflict of Interest		
Adopted Date: July 29, 2018	Last Review: July 29, 2019	Next Review: July 29, 2020
<p>Policy Statements:</p> <p>Board members cannot have personal gain due to their decision-making power. Board members should never use their position to benefit financially or in other ways, directly or indirectly.</p>		
<p>Purpose/Rationale:</p> <p>To ensure ethical conduct of the League Board, proper use of authority, and transparency to the general membership. To avoid abuses of power and a misuse of League resources.</p>		
<p>Procedures:</p> <p>Board members will familiarize themselves with the <i>EFCL Conflict of Interest Resource</i> in Appendix B and examples illustrated in City of Edmonton’s Community League Resource Binder, to better understand scenarios of conflict that may arise.</p> <p>If a board member is found to be in a situation of conflict in which, they are benefiting from “personal gain due to their decision-making power” they will be asked in writing to remedy the situation, with a specified timeline. A failure to correct the conflict of interest situation will result in disciplinary action or removal from the board.</p>		

Confidentiality/Privacy

1.3 Privacy Policy		
Adopted Date: July 29, 2018	Last Review: July 29, 2019	Next Review: July 29, 2020
<p>Policy Statements: The League will ensure that personal information including names, email addresses, financial information, and other contact information, will all be kept in a secure and satisfactory manner as per the relevant privacy legislation.</p> <p>Relevant Legislation to this policy includes:</p> <ul style="list-style-type: none"> • Personal Information Protection Act of Alberta (PIPA-Alberta) • Canadian Anti-Spam Legislation (CASL) • Digital Privacy Act 		
<p>Purpose/Rationale:</p> <p>Following legal privacy legislation is a requirement of the Society.</p> <p>To keep member information safe, and to maintain trust and best practice with the community.</p> <p>Fines upwards of \$10,000 can be enforced for violation of the privacy legislation.</p>		
<p>Procedures:</p> <ul style="list-style-type: none"> • The League will establish the position of Privacy Officer • The Privacy Officer will review the privacy legislation and follow the job description as outlined in the <i>Privacy Management Resource</i> for Edmonton Community Leagues Appendix C • Information is collected on a need to know basis • Records that contain personal information are destroyed (shredded) before being discarded • Personal information is kept locked, protected, secure, and safe in an appropriate place. 		

Policy Creation

1.4 Policy Creation		
Adopted Date: July 29, 2018	Last Review: July 29, 2019	Next Review: July 29, 2020
<p>Policy Statements:</p> <p>To ensure that the Community League functions effectively and efficiently and to provide transparency to its membership, the board will maintain an up-to-date policy and procedure manual.</p>		
<p>Purpose/Rationale:</p> <p>To prevent and mediate situations of conflict, policies and procedure set a precedent and provide a reference point for discussion amongst the board and its members.</p>		
<p>Procedures:</p> <ul style="list-style-type: none"> • The board will develop or adopt a standard template for policy creation. • Any new policy must be approved by the board before it is formally adopted. • When new policy is created, the board will determine when that policy will be reviewed. • All policy related documents will be kept in the same central location with guidelines about who is able to edit or change them 		

CONTENTS OF A POLICY AND PROCEDURE MANUAL

Once you and your board have established a Code of Conduct, Conflict of Interest, and Confidentiality/Privacy policy, take a minute to congratulate yourselves!! These are the essential policies every league should have. *Beyond the core policies, there is considerable flexibility in what further policy and procedure you choose to adopt.* Some leagues have as little as 5 core policies, others rely heavily on their policy and procedure binders as detailed operational guides. As your board engages in policy creation, you will find what works for your league.

Introduction

A policy manual should include an Introduction Page. You may choose to include a quick overview of your League, the year it was founded, a reference to the governing documents (i.e. the bylaws) and the purpose of the manual.

Updating Instructions

You'll want to include details about how the document should be updated, when it needs to be reviewed, and *where the final document should be saved to* (a shared document or league computer, NOT someone's personal computer exclusively) etc.

Types of Policy

Framework Policies: Framework policies provide the conceptual and contextual basis from which the Board works (vision and goals). They provide a future map of what the organization wishes to achieve. Without well-conceived, clearly stated framework policies, the organizations efforts can be unfocused.

Governance Policy: Governing policies are the foundation of the organization's structure and they establish how the organization will be governed. Most of this kind of policy will be drawn from the Bylaws. Governance policy can also be housed in Framework Policies

Administration Policy: Administrative and operational policies help shape the day-to-day affairs of the organization. These would include your communications policies and financial policies.

Human Resources Policies: Human Resources policies clarify all practices surrounding personnel (staff or volunteers). This is needed to ensure that all parties understand employment/volunteer expectations.

Program Policies: Program policies help standardize practices involving internal and external programs and events. In other words, they make sure that there is a record of what programs you've run, how well they went, what they cost, and if they will happen again.

Facility and Rental Policy: Policies about facilities will be *as unique as the facility*. Depending on what kinds of buildings your league has: rink, basketball court, kitchen, fire-pit, patio, splash

park, or playground, policy can include rules around time the facilities get used, limitations of use and safety precautions.

Advocacy Policies: Set out the organizations response to matters effecting its relationship to the community and society. In the context of leagues, these policies are often around civics and development.

(Reference EFCL Manual 2011)

Subheadings

Below is a table that organizes potential policies under the “policy type.” This list is a brainstorming tool to help you and your board explore areas that may require some formalized policy, procedure, or just a good checklist somewhere! Some of these headings came out of discussions with league members in District G.

1.0 Framework Policies	<ul style="list-style-type: none"> 1.1 Vision and Mission 1.2 Guiding Principles 1.3 Strategic Vision
2.0 Governance Policies	<ul style="list-style-type: none"> 2.1 Code of Conduct 2.2 Confidentiality 2.3 Conflict of Interest
3.0 Administration Policies	<ul style="list-style-type: none"> 3.1 Record Keeping and Disposal 3.2 Social Media Policy 3.3 Key Holder Policy 3.4 Insurance and Liability
4.0 Human Resources Policies	<ul style="list-style-type: none"> 4.1 Volunteers <ul style="list-style-type: none"> 4.1.1 Criminal Record Check 4.1.2 Provision of Job Descriptions 4.2 Health and Safety* <ul style="list-style-type: none"> 4.2.1 Working Alone 4.2.2 Food Safe 4.2.3 Poison Control 4.2.4 Onsite First Aid Kits and Defibrillator 4.3 Paid Staff <ul style="list-style-type: none"> 4.3.1 Job Descriptions

	<ul style="list-style-type: none"> 4.3.2 Performance Appraisals 4.3.3 Contracts 4.3.4 Work Place Conduct 4.3.5 Working Alone Policy
5.0 Facilities	<ul style="list-style-type: none"> 5.1 Preventative Maintenance 5.2 Fire Inspection 5.3 Hall Rental 5.4 Accessibility and Safe Space
6.0 Program Policies	<ul style="list-style-type: none"> 6.1 Special Events <ul style="list-style-type: none"> 6.1.1 Event Proposal Template 6.1.2 Budget Template 6.1.3 Assessment/Evaluation 6.2 Sports and Recreation <ul style="list-style-type: none"> 6.2.1 Skate Tags 6.2.2 Uniform/Costume Policy 6.2.3 Compassionate Waiver of Fees 6.3 League Programming <ul style="list-style-type: none"> 6.3.1 Program Proposal 6.3.2 Board Approval 6.3.3 Program Budget
7.0 Advocacy	<ul style="list-style-type: none"> 7.1 When the League Should be Involved in Civics Issues 7.2 Relationship with the City 7.3 Relationship with EFCL

*Health and Safety tool kit coming from EFCL in 2019

Appendix

The Appendix of a Policy and Procedure manual can be a valuable tool. Here you can house the board job descriptions (available on EFCL website), templates of forms for administration, and links to resources and practice tools. Within any given policy you may reference a document, and this can be stored in the Appendix. For example, if the policy requires volunteers to have a criminal record check, the form will be included in the Appendix.

Policy and Procedure Resources

Charity Village: Introduction to Policy and Procedure

<https://charityvillage.com/cms/content/topic/putting-it-in-writing-getting-started-with-policies-and-procedures#.XNmOj6Z7IE4>

EFCL Website: Policies

<https://efcl.org/league-board-resources/board-development--operations/policy/>

Government of Alberta: Board Development

This excellent website also had detailed financial resources for boards, and information on applying for grants and funding.

<https://www.alberta.ca/en-board-development-program-info-bulletins.aspx>

Examples of League Policy and Procedure

North Glenora Community League

<https://northglenora.org/league-information/manuals-and-procedure/>

McLeod Community League

<https://mcleodcl.ca/policies-and-procedures>

These leagues have made their policy and procedure documents public

Edmonton Federation of Community Leagues Resources

Board Governance Templates and Tool Kits: <https://www.efcl.org/league-board-resources/>

Resource Person: Colin Johnson, Governance & Programs, Senior Director,
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APPENDIX

Appendix A Code of Conduct for Board Members

Example Code of Conduct for Board Members

This Code of Conduct represents the Council's commitment to high standards. It should be regarded as minimum expectations for performance.

A Board member who fails to comply with this policy shall be considered in violation of the agreement and will be subject to appropriate disciplinary action.

Compliance with Laws

Board members will conduct the organization's business in accordance with applicable legislation, including: Alberta Societies Act, Employment Standards Code of Alberta, Freedom of Information and Protection of Privacy Act, Alberta Human Rights legislation.

Compliance with the Policies of the Organization

Board members will comply with the policies and by-laws of the organization, as they relate to their position. This includes conflict of interest and information management policies.

Conflict of Interest

Board members must act in the best interests of the organization and avoid situations where their personal interests or relationships interfere with acting in good faith on behalf of the organization.

Board members may not engage in activities that are in conflict with the interests of the organization, that may negatively impact the reputation of the organization, or that interfere with employees' performance of the job.

Gifts or Honoraria

It is not permissible to offer or accept gifts, gratuities, excessive favours or personal rewards intended to influence the organization's decisions or activities.

It is permissible to accept gifts of a nominal value (e.g.. pens, calendars, advertising items) in recognition of work well done. Board members are not permitted to accept cash under any circumstances. Board members, if representing the Board, must turn over to the organization any honoraria they receive.

Confidentiality

Board members must maintain the highest standards of confidentiality regarding information obtained directly or indirectly through their involvement with the organization. This includes information about volunteers, Board members, funders, donors, member organizations, partners, employees, contractors, and job applicants.

Board members must avoid inadvertent disclosure of confidential information through casual or public discussion, which may be overheard or misinterpreted.

Use of materials and property

Materials and programs developed for the organization are the property of the organization and are not to be used in situations external to the organization without prior approval.

Office equipment is not to be used for personal purposes. Board members are required to obtain permission from the Coordinator before removing any of the organization's property from the premises. Internet and email are to be used in a responsible and professional manner. Board members are prohibited from sending material that is threatening, obscene, hateful, racist or otherwise inappropriate.

Drug and alcohol abuse

Board members who attend meetings or represent the organization while under the influence of drugs or alcohol will be disciplined and may be removed.

Discrimination

Board members are expected to comply with the Alberta Human Rights, Citizenship and Multiculturalism Act and not to discriminate by reason of race, religious belief, colour, gender, mental or physical disability, marital status, ancestry, age, place of origin, family status, source of income or sexual orientation.

Harassment

Harassment, interpreted as unwelcome conduct, comment, gesture, contact, or intimidating and offensive behavior likely to cause offence or humiliation, will not be tolerated and may result in disciplinary measures up to and including removal.

I have read this Code of Conduct and agree to follow it during my tenure as a Board member.

Signature

Date



Appendix B Conflict of Interest Resource

Conflict of Interest Introduction

The principal conflict of interest of community leagues is when a board member has a pecuniary (financial) interest in an issue before the League. Simply put, this is when a director or a member of the director's family can make money through a vote of the board.

A conflict of interest is easiest to identify when it involves a payment or financial gain for the board member, but any personal gain due to the decision-making power a board member holds can lead to a conflict of interest.

What to do when a conflict arises

When this situation creates an ongoing conflict, such as a director taking a paid staff position, it is best if the director resigns from the board. It is very difficult to wear two hats on a continuing basis and any attempt to do so invariably leads to friction on the board.

A director should identify their conflict, excuse themselves from the room when the issue is being discussed and not participate in the vote on the matter.

It is important to show in the minutes what policies were followed, and that no favoritism was applied in any situation involving a board member.

It also needs to be noted that a conflict of interest situation on the board of directors can void the liability insurance the league has taken out to protect its directors.

Examples

Joe, a hypothetical board member, is kind enough to help out once in fixing a plumbing problem at the community hall. Joe is willing to do this sort of work in future and is called upon more and more frequently. His fellow board members appreciate his skills and availability and offer him a small salary for his work. Now Joe has a decision to make. If he chooses to accept the salary, it's time to resign from the board. He accepts the salary.

Dina, whose husband is on the board of the Community League, has applied to be the bookkeeper for the League. Stan, her husband, leaves the meeting when hiring for the position is being discussed and does not take any part in the hiring process. Stan will also not take part in the supervision of Dina.

Dinesh runs a local paper products supplier and would like to supply paper products for the Community League. He should not be a part of any discussions about this and the board should follow all tendering policies for suppliers that it would normally follow.

Appendix C Privacy Management Resource

Introduction

Can you keep a secret? In fact, can you keep many? Did you know Community Leagues have a legal and moral duty to keep safe membership information like names, email addresses, and more?!

Did you know punishments for failing to keep personal information you've collected can add up to \$100,000 or more? So you have options: build a splash park for your community *or* pay a fine for not keeping personal information safe. Upgrade your hall flooring *or* pay a fine for not keeping personal information safe. Construct an in-ground water cistern for your community garden *or* pay a fine for not keeping personal information safe. It's up to you.

Does this sound daunting? It doesn't have to. This resource has been created to provide Community Leagues with the information you need to meet privacy requirements.

There are three statutes leagues need to know about and comply with: *Personal Information Protection Act (PIPA-Alberta)*; *Digital Privacy Act*; and *Canadian Anti-Spam Legislation (CASL)*.

First things first, though. Does your league have a Privacy Officer? No? You should.

Why You Need a Privacy Officer

Privacy is a hot topic in the nonprofit world and requirements evolve over time. Think back a few years to CASL and the looming deadline to have all your email lists verified by the email recipient. Concern, and maybe a little panic, ensued as Leagues like yours made sure they were compliant and doing things correctly.

A Privacy Officer keeps up with all those changes and makes sure your league is behaving in a compliant way. Privacy Officers know the statutes and act as a reference point and real-life resource for Board Members. We all know turnover happens regularly on League boards, so a

Privacy Officer can bring new Board Members up to speed and keep your League safe from breach.

Privacy Officers do NOT have to hold a Board position. On the contrary, it might be best for them to not sit on the Board. No doubt, there are people in your community right now who love this kind of governance practice and would be happy to volunteer as Privacy Officer for your league.

Privacy Officers:

- Keep current on privacy regulations and statutes
- Act as a resource for leagues to ensure compliance
- Don't have to be a Board Member

Sample Community League Privacy Officer Job Description

Community League Privacy Officers (CLPO) are responsible for the development, implementation, and adherence to the League's Privacy Policies. CLPO's also act as a privacy resource for Community League board members and general members.

Duties include:

- Developing and/or editing for efficacy the Community League's Privacy Policy;
- Implementing the Community League's Privacy Policy;
- Ensuring adherence to the Community League's Privacy Policy;
- Working with the League's Board of Directors to ensure all are aware of the relevant privacy legislation, the implications of said privacy legislation, and adherence to said privacy legislation;
- Acting as a human resource for questions or concerns related to the collection and safeguarding of personal information;
- Ensuring personal information is kept in a secure and satisfactory manner per the relevant privacy legislation;
- Ensuring personal information is disposed of in a secure and satisfactory manner per the relevant privacy legislation;
- Maintaining awareness of and adherence to any amendments to relevant privacy legislation as they relate to Community Leagues.
- Working with technical experts (if required) to secure digital privacy of personal information collected.

Qualifications:

- Acceptable criminal and police record checks.
- Familiarity with and interest in privacy legislation.
- The availability to meet with board members, members at large, volunteers, and community members to discuss privacy legislation as and when required.
- Ability to be a board resource at meetings and to other board members, as requested.
- Excellent communication skills.
-

Personal Information Protection Act (PIPA-Alberta)

Did you know there is a federal statute called the [Personal Information Protection and Electronic Documents Act \(PIPEDA\)](#), which sets national standards for privacy practices? Alberta and British Columbia have both passed similar laws, known in each province as the *Personal Information Protection Act (PIPA)*. PIPEDA and PIPA are essentially the same in concept, but Alberta's PIPA speaks to our province in particular. In the context of Community Leagues, PIPA is sufficient to follow as a guiding statute for privacy and keeping personal information safe.

[Alberta's Personal Information Protection Act \(or PIPA\)](#) describes how organizations should handle its customers and employees' or contractors' personal information. The Act applies to organizations in general but for our purposes, we'll reference Community Leagues throughout so you have the information in a context that applies for your use.

Nonprofits, like Community Leagues, have some special rules under PIPA and we'll note those below.

What is Personal Information?

Personal information is any information that pertains to a person's identity such as name, address, email address, phone number, and the like. Your Community League collects personal information on membership cards, for example.

Consent to Collect Personal Information

PIPA is dedicated to the concept of *consent* when it comes to obtaining personal information. This means that you have been given the *right* or *authority*, if you will, to collect personal information from the person that's giving the right or authority.

The tricky part with *consent* is that it can be express (written or verbal), implied, or opted-out. PIPA works on the "reasonable person test" when it comes to consent and the general

responsibilities for compliance of this Act. So, was the information collected for the specific use reasonable?

In the context of Community League membership cards, for example, it's reasonable to collect name, phone number, email address, street address, etc (the usual membership card stuff) and use that information for membership purposes. Buying or signing up for membership *implies consent* to the information being collected for the reasonable use of the League.

Sign-in sheets at AGM's, events, forums, etc also imply consent of the personal information given by those signing in. It is okay to collect personal information for newsletters, programs of your league, sports activities, and the like.

How to Collect Personal Information

Again, obtaining personal information must be for reasonable Community League purposes. Further, the degree of personal information must be reasonable for the reason you are collecting the information in the first place.

For example, would collecting annual income of your members be reasonable? Would collecting ethnicity be reasonable? Would collecting political party affiliation be reasonable? The answer is NO to all of these questions. There is no reasonable reason or motive to have any of this information that would be reasonable applied to Community League membership.

Is collecting the street address of members reasonable? Yes, because Community Leagues have physical (street level) boundaries that are mapped and it's important to ensure your members belong in your League and not the League adjacent to yours.

It's fairly simple to determine the personal information you can reasonably collect as a Community League. Ask the question: Is the information we are currently collecting reasonable for our Community League use and purposes? If yes, proceed. If no, rethink what you're collecting and why.

Here's a table to help you with a couple of examples:

Activity	Personal Information (Describe information)	Purpose (List why you need it)
Yoga class	Name Email address League membership number	So you know who's attending. To inform of schedule changes that may occur. To ensure participants are indeed members and therefore covered by League insurance for yoga class.
Potluck sign-in sheet	Name League membership number	So you know who's attending. So you know if the attendee needs a membership and that all in attendance are indeed members. (important if you have an AGLC license)

Who Gets to Know What's Collected?

The information that's been collected can be shared with anyone that needs access to it for reasonable purposes. For example, it is reasonable for your League yoga instructor to have access to the yoga program participant's information for communications purposes. It is not reasonable to publish yoga participant's personal information on the League website.

If a League member wants to know what kind of information has been collected about them, they must make that request in writing. The League then has 45 days to respond to the request.

Any edits or corrections to personal information needs to be made in writing. The League is responsible for making edits in a reasonable timeframe.

How to Keep Personal Info Safe

PIPA requires Leagues to take reasonable security measures against unauthorized access, collection, use, disclosure, copying, modification, disposal, or destruction of information. Leagues *need to have policies and practices* in place that protect personal information.

In effect, personal information has to be locked, protected, secure, and safe. Use of the collected personal information needs to be only for reasonable purposes and shared within reason. Old records, or ones that are no longer needed, must be destroyed prior to throwing out. (eg shredded) The following worksheet may guide your practices.

Source: <https://open.alberta.ca/publications/6914844>

Security practices

- We keep records in paper files.
 - Locked file cabinets and desk drawers protect information in paper files.
 - Keys are only provided to staff who need access to the files to perform their work.
 - Paper files are cross-cut shredded (or otherwise destroyed) before being disposed of.
- We keep records in electronic form
 - Computers are password-protected.
 - Staff must log in to access personal information.
 - Personal information is accessible only to those who need it.
 - Computers are physically secured (e.g. secured to a desk by a cable lock) and doors are locked.
 - Firewalls and anti-virus software are kept up-to-date, to protect against invasive malware.
 - Networks have adequate encryption according to current encryption standards (this will protect personal information, along with any other confidential information of your organization).
- We send or receive personal information via fax or email
 - Cover sheets are used to instruct a recipient to contact the organization if a fax is received in error.
 - Frequently used numbers are programmed into the fax machine to avoid dialling errors.
 - We call in advance of sending a fax containing sensitive information to ensure the intended recipient knows it is coming, and then to confirm the fax was received.

- We only use secure email to send or receive personal information, especially when the information is sensitive.
 - We store personal information on portable media devices (e.g. laptops or flash drives)
 - Personal information is stored on portable devices like laptops, flash drives and CDs or DVDs only when necessary; only as much personal information is stored as is necessary for the task.
 - Portable media devices are password-protected and encrypted according to current encryption standards.
 - Portable media devices are not left unattended and are securely locked away when not in use.
- Our volunteers/employees sometimes take files containing personal information home to work on.
- Our policy is to only take home records if necessary and with approval.
 - Staff/volunteers must make sure the records are kept locked up and are not accessible to other household members.
 - Our staff/volunteers members are aware of their obligation to protect privacy.
 - Our board members, employees and volunteers receive information about their obligation to protect personal information.
 - Our board members, employees and volunteers know who our privacy contact is.
- We accept credit or debit cards for payment
- Point of sale machines truncate, or black out, part of the credit or debit card numbers on the receipt.
 - Our copies of credit and debit card receipts are shredded (or otherwise destroyed) when they are no longer needed.
- We post membership, team lists, team schedules, etc. on our website
- Consent is obtained to post names, photographs, and other personal information on our website.

Sample Privacy Policies may be found here: <https://open.alberta.ca/publications/6914844>

Breach Happens - What Now?

Try as we might, there may come a time when personal information is accidentally released. Perhaps your League computer is breached or the League office is broken into - whatever the reason, when a breach happens, action must be taken.

If an actual privacy breach occurs, it is important to inform those affected. So let your members know (or those whose personal information was released) what happened, when, why, and what remedies you're taking to prevent a breach from happening again.

Further, it's imperative to inform the [Office of the Information and Privacy Commissioner of Alberta](#). (OIPCA) The OIPCA is trained to help you move through a possible or actual breach of personal information.

Digital Privacy Act

The [Digital Privacy Act](#) was legislated to provide additional requirements under the [Personal Information Protection and Electronic Documents Act](#). It came into effect November 1, 2015.

For Community Leagues, a summary of the amendments that are of relevance are:

1. Organizations must **record breaches** of security safeguards. So your League will need to keep a record of any and all breaches of personal information privacy. The defining factors for 'breach' are broad and include any and all breaches. For example, it could be argued that leaving a stack of completed membership cards unattended at an event (for example, at the sign-in table) could be a breach of security. In this case, the breach needs to be noted by the League in a document that notes all breaches.
2. Organizations are obliged to **notify** people in the event of a personal information data breach, as well as report to the Office of the Privacy Commissioner of Canada. However, this only must occur if it is "reasonable in the circumstances to believe that the breach creates a **real risk of significant harm to an individual**." That harm can include identity theft and humiliation, among other things. If a significant breach occurs, it's good practice to inform your members regardless of legislation. Again, we note the requirement for a "reasonable" approach, similar to PIPA.
3. Organizations can disclose personal information without the knowledge or consent of its customers/members to non-law enforcement organizations in order to investigate a breach of business contract or a contravention of a federal or provincial law, if said

notifying those individuals could lead to a compromised investigation. Additionally, the same rule applies in fraud investigations, especially wherein someone has been labeled a "victim of financial abuse." So Community Leagues may have to share personal information if required for investigative purposes.

4. Community Leagues will need to ensure any third-party service or other organization (like Mailchimp, for example) have safeguards in place for the personal information provided by the League. It's important to make certain the personal information you collect is safe in all the ways you use it, including newsletter service providers, community newspaper providers, etc.

In essence, the Digital Privacy Act makes more determined note (which may be requested by the Privacy Commissioner) of what constitutes a breach of privacy, demands the requirement to keep a record of all breaches, and report significant breaches.

The Digital Privacy Act amendments take precedence over PIPA. Penalties are significant if Leagues fail to abide by this Act, so be prudent. A Privacy Officer can ensure you're in compliance.

Canadian Anti-Spam Legislation (CASL)

[CASL](#) is another piece of legislation that came into effect to create amendments to PIPA. CASL took effect in 2014 and was put in place primarily to prevent dreaded SPAM.

But what is spam? The simplest definition of spam is unsolicited email, though it can also include unsolicited text messages and software. Community Leagues must obtain consent, either implied or direct, to be able to send emails or texts to their members.

How to Obtain Consent

As mentioned before in this resource, consent can be implied or direct for the collection of personal information. However, in the context of CASL, consent has different definitions.

When it comes to CASL, consent is as follows:

- Direct Consent = the person gives you express consent to contact them via email. For example, Community League membership cards ask the question *Would you like to receive email news from your League via email.* If the response is YES, then this is direct consent. If the answer is no, then you clearly do not have consent to email this member.

Another example of direct consent could be on a sign-in sheet at events or program registration forms that ask the question directly, like the membership card does.

- Implied Consent = the person gives implied consent to email them if they email you first; clearly the expectation is a response to their email, therefore consent is implied. Further, implied consent happens when people sign up to volunteer with your League or make a donation. The implication is that you will communicate with them via email to provide communications about the volunteer task or provide a receipt for a donation.

Note, if you're using email addresses that were obtained prior to 2014, you need to ensure consent to use those email addresses for League purposes.

What NOT to Do

Sending emails to members, volunteers, and others is a privilege, not a right. It's important to be respectful of email recipients. If someone who has previously consented to receive emails decides to rescind consent, then you need to comply with that request. Thankfully newsletter facilitators like Mailchimp have 'unsubscribe' options built into their system so Leagues don't even have to think about it. That said, ensure you are being compliant in this way.



Further, Community Leagues, while becoming more and more technically savvy, need to be aware that 'toggling' is unacceptable under CASL. What is toggling? It is the requirement for people to need to remove consent, as opposed to offering consent. For example, those pre-checked boxes you may see on websites or emails that require you to *un*click or receive further information from the website or sender is considered toggling. It isn't fair or legal to ask people to remove consent by pre-checking consent boxes.

Cookies, Malware, Javascript, Oh my!

CASL deems a person to have provided express consent for the installation of a computer program, if it is reasonable to believe that the person consented to the installation based on the person's conduct, and the computer program is:

- a cookie,
- HTML,
- JavaScript,
- an operating system,
- a program that is executable only through another computer program to which the user has already expressly consented, or
- specified in the regulations.

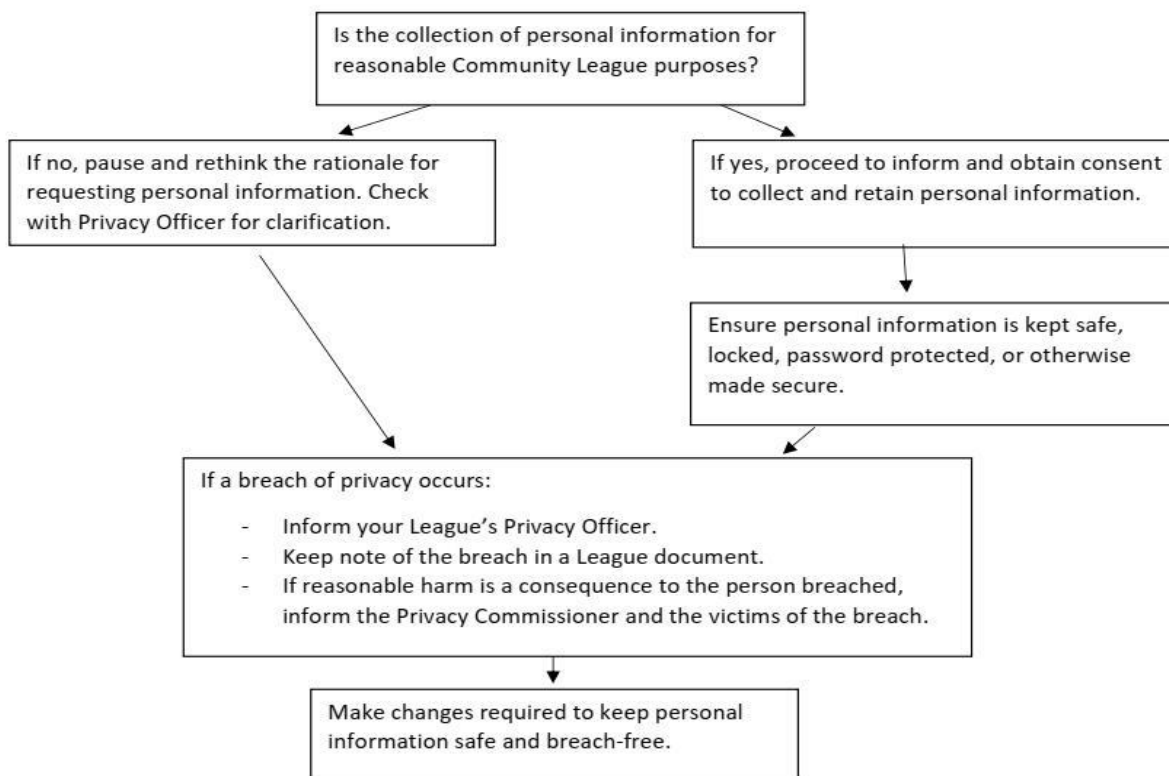
Translation: if you get to a point in your League communications where you may be requiring your members, volunteers, or others to install software to 'do business' with your league, consult with your Privacy Officer to ensure you are in compliance with CASL. This may become of importance for instances such as a volunteer treasurer installing bookkeeping software or a volunteer coach using an 'app' to keep track of rankings on a sports team, etc.

Record-keeping of CASL Consent

As you can imagine, keeping a record of consent for digital communications, like emails, is important for CASL compliance. Records can be kept via membership cards, email sign-up lists, newsletter sign-up lists, and the like. Of course, as discussed above, those records need to be safe-guarded, password protected, locked, etc.

Quick Reference: *Privacy Management Resource* for Edmonton Community Leagues

Quick Reference Sheet for PIPA and DPA Compliance



Before Sending Email Correspondence Ensure Consent

Does your League have direct consent via the person's membership card?

Has the person emailed the league?

Has the person signed up for a program, to volunteer, or made other direct contact with the league via email?

If the response is YES to any of these questions, proceed with your correspondence. If no, obtain consent.

Appendix D Job Descriptions

Job description of various board member positions as well as facility maintenance and bookkeeping services, can be found on the EFCL website in Word format for easy in-house editing to fit the needs of your League: <https://www.efcl.org/league-board-resources/board-development--operations/position-descriptions/>

If for any reason you have trouble accessing these, please don't hesitate to get in touch with the EFCL directly for an emailed copy: [1.780.437.2913](tel:17804372913)

Using the policy template provided in this document, your board could create a standing policy that requires job descriptions for board members to be signed off on every year or at least reviewed. Additionally, you may choose to specify that all volunteers require clear job descriptions. This is helpful in the case of any conflict or issues with volunteers (or staff). Clear expectations written down are the best way to avoid conflict situations among volunteers, board members, and staff.

Appendix E Paperwork Templates

Template # 1: Memorandum of Understanding

A Memorandum of Understanding establishes a working relationship between the league and a partner organization. Anytime you run a program jointly, you should have an MOU. The document will outline the duties of each party, specifies how long the partnership will last, and clarifies expectations. Using an MOU with your community partners will save a lot of time in the long run.

Memorandum of Understanding Template

This Memorandum of Understanding dated for reference the _____ day of

Between

ABCD League

And

Community Partner

This Memorandum of Understanding is effective _____, to _____ and will be reviewed annually.

Purpose:

ABCD League acknowledges the following agreements:

Corporate Sponsor acknowledges the following agreements:

Implementation and Process Agreements Are as Follows:

Payment:

Amendments: This agreement may be amended at any time by mutual consent.

Termination: This agreement may be terminated at any time by mutual consent.

The parties have executed this Memorandum of Understanding as of the day and year first written above.

Signed:

Board Member _____ Date _____

Contractor _____ Date _____

Template # 2: Budget Template

SAMPLE 1 – Setting Next Year’s Budget

Executive Member’s Name: _____

Board Position/Portfolio: _____

Last year’s budget	
Activities this budget line covered	Who on the board needs to know?

20__ - 20__ (Next Year’s) Budget

Requested amount: \$ _____

Anticipated expenses: \$ _____ Anticipated revenue: \$ _____

Activities Included in My Portfolio	Who on the board needs to know?	Expenditures	
		Month	\$ Amount

SAMPLE 2 – Community League 2009 Budget

	Projected 2009	Actuals 2008
Revenues		
Membership		\$6,535.00
Rentals		\$21,614.00
Children's Programs		\$23,598.00
-Learn to Skate		\$525.00
-Go Girls		\$809.00
-Soccer		\$19,902.00
-Basketball		\$3,162.10
Adult Programs		\$1,035.00
-Pub Night		
Grants		
-STEP		\$1,715.00
-CSJ		\$2,400.00
-Operating		\$4,381.00
-Capital		
-Project		
Donations		\$500.00
Bingo/Casino	\$42,000.00 assigned to 2009	\$42,000.00 assigned to 2008
Expenses		
Children's Programs		
-Rink		\$14,210.00
-Playground		\$4,465.00
-Adult Programs		\$489.00
Social/Family Events		\$2,767.00
-Carnival		\$700.00
-New Year's Eve		\$1,067.00
-Volunteer Appreciation		\$501.00
-Summer Launch		\$499.00
Facility		
-Utilities		\$12,019.00
-Staff		\$32,018.00
-Maintenance		\$11,681.00
-Capital		\$1,844.00
-Rink		
Membership		\$412.00
EFCL/Area Council Membership		\$525.00
Miscellaneous		\$216.00
Profit and Loss		

Template # 3: Hall Rental Contract

Community League Hall Rental Agreement

THIS RENTAL AGREEMENT made this ___ day of _____, 20___ A.D.

Between:

_____ Community League
(hereinafter referred to as "THE COMMUNITY LEAGUE")

-and-

(hereinafter referred to as "THE RENTER")

THE COMMUNITY LEAGUE owns and operates a Community League Hall, located at _____, Edmonton, Alberta

-and-

THE RENTER wishes to use the premises for the purposes described in Appendix 1.

THEREFORE, THE PARTIES AGREE TO THE FOLLOWING:

TERMS

1. THE RENTER agrees to pay the rental fee indicated in Appendix 1 to THE COMMUNITY LEAGUE for the use of the premises for purposes noted in Appendix 1.
2. Event cancellations must be made in writing to THE COMMUNITY LEAGUE Hall Rental Coordinator. If THE RENTER cancels this agreement more than thirty (30) days prior to the event date, THE RENTER will receive a full refund of fees paid. Cancellations made thirty (30) days or less prior to the event date will receive a refund of their damage deposit but NO refund of the Rental Fee. If for any reason THE COMMUNITY LEAGUE is unable to honour a booking, all monies paid will be fully refunded to THE RENTER.
3. THE RENTER agrees to pay to THE COMMUNITY LEAGUE a damage deposit as indicated in Appendix 1. THE COMMUNITY LEAGUE will return the damage deposit to THE RENTER within 30 days of the date of the event, or within 30 days of the termination of this rental agreement, minus any applicable deductions.

CONDITION OF PREMISES

4. THE RENTER agrees to clean the premises at the end of the rental period as outlined in Appendix 2. If THE RENTER fails to comply, THE RENTER agrees that THE COMMUNITY LEAGUE may deduct the cost of cleaning from the Damage deposit. Cleaning by THE COMMUNITY LEAGUE will be charged at a rate of \$100.00 per hour.

DAMAGE

5. THE RENTER agrees they are responsible for the cost of replacing or repairing any damage done to the property or the facility during their occupation of the premises. The damage deposit will be held

until an inspection of the premises is completed by THE COMMUNITY LEAGUE following the event. THE RENTER's liability under this clause may not be limited to the damage deposit.

6. THE COMMUNITY LEAGUE shall not be responsible for any loss, damage or injury which may be incurred by any person during the rental period. THE RENTER shall indemnify THE COMMUNITY LEAGUE against any claim which may arise as a result of the rental, made by any person for loss, damage or injury.

GUESTS

7. THE RENTER assumes full responsibility for the conduct of all people at the hall and will ensure that orderly conduct is maintained both inside and outside the hall.
8. THE COMMUNITY LEAGUE or its designate reserves the right to refuse entry to the premises or to require the removal from the premises of any person who, in the opinion of a representative of THE COMMUNITY LEAGUE, is likely to cause damage to the property of THE COMMUNITY LEAGUE or injury to others.

INSURANCE

9. THE RENTER shall maintain third-party liability insurance against claims for death, personal injury, and property damage on the premises, in an amount not less than \$2,000,000. The policy should name THE COMMUNITY LEAGUE as an additional insured. Policies shall be in a form and with an insurer acceptable to THE COMMUNITY LEAGUE. THE COMMUNITY LEAGUE hall will not be available until a valid Certificate of Insurance is received.
10. THE RENTER will ensure that all third-party contractors and/or service providers (caterers, inflatables, etc.) also provide proof of coverage to the same requirement as THE RENTER.

LICENSING

11. THE RENTER will ensure compliance with the conditions of their AGLC liquor license or special event license. This license will be posted in the area where alcohol will be dispensed.

OTHER

12. THE RENTER will ensure compliance with all municipal and provincial bylaws . The damage deposit will not be refunded if smoking occurs inside the facility.
13. Animals are prohibited from the premises unless they are a certified service animal or a registered emotional support animal.
14. The Rental Agreement, the Certificate of Insurance, and the AGLC Liquor License or Special Event License must all be issued to the same individual.
15. Upon any violation of this agreement by THE RENTER as to the stated purpose of this event, who will be in attendance, or the consumption of alcohol, this agreement will be deemed null and void, and the entire Damage deposit will be forfeited. Further, the event may be cancelled or ordered to cease, at the discretion of THE COMMUNITY LEAGUE Hall Rental Coordinator or Designate, without refund of the rental fee. If THE COMMUNITY LEAGUE has Agent Status, that Designate may also be a member of the Edmonton Police Service.

I hereby acknowledge that I have carefully read the above, understand the conditions of rental, assume full responsibility for this event, and did receive a duplicate copy of this agreement this __ day of _____, 20____.

THIS AGREEMENT EXECUTED on behalf of:

_____ COMMUNITY LEAGUE

RENTER

Signature: _____

Signature: _____

Hall Contact: _____

Print Name: _____

(Where THE RENTER is an organization, the signature must be that of an authorized signing officer of that organization)

Appendix F Additional Resources

Development Permits Checklist

The Urban Planner at EFCL, in partnership with our Calgary counterpart the Calgary Federation of Communities, has developed a “Development Permits Checklist” to help community leagues understand development issues in their neighborhood. Not all leagues need a policy that addresses development, but if your board is constantly dealing with development permits or concerns from the residents in your neighborhood, you may want to develop one. The EFCL for example, only gets involved in civics issues when 50% plus 1 of the City is impacted. This resource is a great place to start the conversation:

<https://www.efcl.org/league-board-resources/planning--development/>

Committee Terms of Reference

Terms of reference are the operating rules and structure of a committee. They guide the work of a committee and lay out clearly the board’s expectations for what work the committee does and how they are accountable to the board. As committees report to the board, their terms of reference should be passed by the board.

Developing a Terms of Reference

A terms of reference shouldn’t be too long - not more than 2 or 3 pages. The best terms of reference are written by the committee itself at its first meeting, discussed jointly by the committee and the board, and then approved by the board.

The Terms of Reference Checklist

A committee terms of reference should include:

- The name of the committee
- The purpose of the committee/a description of the outcomes it is expected to achieve.
- Any special powers or authority limits the committee has (e.g. can the committee spend money? If so, how much?)
- How, how often, and through whom the committee reports to the community league board
- How the committee calls and provides notice of meetings
- Who is eligible to be a member of the committee and how members are chosen (e.g. is committee membership only for league members?)
- Who the *ex officio*¹ members of the committee are (e.g. the President of the Community League is often supposed to serve on all committees because he/she is the President)
- What the term of membership on a committee is: for standing members, it's usually a set term (e.g. 1 year), and for ad hoc committees it's usually for the duration of the committee's existence
- Who is eligible to attend committee meetings: even if they can't be members, often meetings are open to the public.
- Quorum and the expected number of members of the committee
- How the chair is selected or, where they're ex officio, the position of the Chair
- How and why the committee removes members, including the chair.
- Termination condition: when the committee ends or under what conditions it dissolves
- Committee decision making structure (e.g. by majority vote? Robert's Rules? Consensus?)

Information is adapted from:

Paula J. MacLean, *Great Boards Plain & Simple: A Guidebook for Non-Profit Managers and Board Members* (Canada: Silver Creek Press, 2003).

¹ *Ex officio* means "by virtue of position." For example, the Treasurer will be on a Finance Committee because they are the Treasurer – if a different person takes over the Treasurer position, that person also takes over on the Finance Committee automatically.