



**Canadian Deaf Sports Association
Policy Manual – Policy #10-00, Governance Policies**

Updated on December 8, 2018

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**Canadian Deaf Sports Association
Policy Number #10-01 -Determination of Eligible Candidates**

Revised by the Governance Committee
and approved by the CDSA Board on December 19, 2020

• **INTRODUCTION**

Candidate for positions on the Board of CDSA are qualified and skilled persons capable of, and committed to, providing effective leadership to CDSA.

The Nomination committee is responsible for conducting a recruitment process that seeks out qualified and skilled persons and promotes an interest in seeking a nomination. The Nomination Committee ensures that there is an election each year.

• **PURPOSE**

This policy has been created to provide the authority for the inclusion of nominees from candidacy for election for the Board of Directors, as outlined in Bylaw 4, and described below:

Individuals are determined eligible as candidates for the election to the Board of Directors if they are:

- More than 18 years of age
- A resident of Canada as defined in the Income Tax Act
- Meet the “Qualifications and Core Competencies” in attachment “A”

• **APPLICATION**

The application of this policy is the responsibility of the Nomination Committee. The Nomination Committee must ensure that nominees are qualified and there is an election at every Annual General Meeting.

An appeal from a decision of the Nomination Committee may be brought under the CDSA Appeals Policy.

• **RESPONSIBILITY**

BODY	ACTION
Board of Directors	<ul style="list-style-type: none"> • Appoints a Chair to the Nominations Committee annually, following the Annual General Meeting • Approves members of the Nominations Committee, as recommended by the Committee Chair.
Nomination Committee	<ul style="list-style-type: none"> • Create a standardized template and timetable for the presentation of information on all nominated candidates to include biographical information, affiliations and memberships, nominee’s statement and contact information • Accept, review and present to the Annual General Meeting, all nominations that satisfy the eligibility criteria.

- **RESPONSIBILITY (cont'd & end)**

BODY	ACTION
Executive Director	<ul style="list-style-type: none"> ● Provides support to the Nominations Committee in the preparation and distribution of notices, the receipt of nominations and in the recruitment of candidates.
Nominees Notified of Exclusion	<ul style="list-style-type: none"> ● Are responsible for the initiation of any appeal of a decision made by the Nominations Committee.

- **LIMITATIONS**

1. The Nomination Committee cannot present a candidate that is an employee or has an employment contract with CDSA.

ATTACHMENT A

Board of Directors, included the President shall fulfill all requirements of the Canada Corporations Act and further, resident of Canada and of legal age. Candidates shall be independent, meaning that once elected they must vigorously respect the CDSA conflict of interest policy and the notion of confidentiality. It is inadvisable for the new CDSA President to hold a position of President of a member affiliate of CDSA.

In recruiting candidates, the Nomination Committee will make decision in consideration of the regional, linguistic and ability diversity of the membership of CDSA, and will strive to achieve gender balance.

Candidates will be recruited based on their demonstrated ability to contribute significantly to the leadership of CDSA.

The core competencies that ideally will be reflected in the Board are:

- a. Deaf Sports background and knowledge as an athlete, coach, official, administrator, or volunteer leader
- b. Knowledge of strategic and business planning
- c. Knowledge of human resources management
- d. Knowledge of legal and risk management
- e. Knowledge of business and corporate experience, including expertise in financial management
- f. Demonstrated leadership skills in non-profit including revenue generation or other endeavors; and
- g. Knowledge of in American Sign Language or Quebec Sign Language
- h. A person must serve in capacity as a director-at-large for one term at least 1 year to gain understanding of the operations, prior to running for an executive (president / treasurer) position.

Canadian Deaf Sports Association
Policy Number #10-02 -Nomination and Election Procedures

Revised by the Governance Committee
and approved by the CDSA Board on December 8, 2018

INTRODUCTION / OBJECTIVE

This policy adds information to the CDSA Bylaws, specifically article 4. In this section there are details about the nomination and election procedures.

NOMINATION PROCESS

The Executive Director along with the Nomination Committee ensures that the nomination process runs smoothly. The Executive Director makes sure to adequately inform the Election President during the election of new members on the Board of Directors at the Annual General Meeting

Nomination

- (1) Nominations to be valid must be delivered to the national office of CDSA at least thirty (30) days prior to the first day of the annual meeting.
- (2) Any Active Member may nominate candidates for positions of Directors.
 - a.) accept and solicit from the Active Members nominations for those directorships which are due to terminate at the next annual meeting;
 - b.) do such things as are necessary to ensure that persons nominated for Director are eligible for nomination and have been nominated
 - c.) do such things as are necessary to ensure that the Active Members at an annual meeting, are fully apprised of the experience, character, and background of nominees for Director; and ensure that Active Members at an annual meeting have a free and unconcerned choice among all nominees for the position of Director ensure that the name of all Directors with Portfolio are affixed by the Board at the time of the annual solicitation for nominations.
 - d.) No nominations from the floor will be accepted.
 - e.) All valid nominations shall be circulated to all Active Members at least twenty-one (21) days prior to the first day of the annual meeting.
 - f.) All nominations must be signed by their PDSA President to ensure support from the PDSA for that particular person
 - g.) any current Director shall not be required to be nominated in accordance with the procedures in order to be able to be eligible for re-election to the Board and such individuals may, upon notice to the Nominating Committee not less than 30 days prior to the first day of the relevant annual meeting, indicate that they wish to stand for re-election to the Board.

Election Procedures

The election by the Active Members of the Directors shall take place at the annual meeting of CDSA.

Elections for one – half (1/2) of the number of Director Positions (with or without portfolio), including the position of President and one (1) Director shall take place in even numbered years.

Elections for one – half (1/2) of the number of positions (with or without portfolio) including the positions of Treasurer and two (2) Directors shall take place in odd numbered years.

The elections of Director shall occur in the order as regulated by this policy:

All elections shall be decided by majority vote of the Active Members, according to the following procedures:

- (a) One valid nomination - the winner is declared by acclamation.
- (b) Two valid nominations - the winner is the nominee receiving a majority of the votes recorded by the secretary of the meeting.
- (c) Three or more valid nominations - the winner is the nominee receiving more than fifty (50%) percent of the votes cast by Active Members. Should no nominee receive more than fifty (50%) percent of the votes cast then the two nominees receiving the most votes shall stand in a second ballot, provided that:
 - (i) if, on the first or any subsequent ballot, there is a tie among nominees receiving the highest number of votes, such nominees shall stand for election in further ballots until one of such nominees receives more than fifty (50%) percent of the votes cast by Active Members on such ballot; and
 - (ii) If, on the first ballot, there is a tie among nominees receiving the second highest number of votes, such nominees shall stand for election in a by-election or by-elections to determine which of such nominees shall stand in the second ballot against the nominee who received the highest number of votes on the first ballot.

The elected Directors shall assume office at the conclusion of the annual meeting.

**Canadian Deaf Sports Association
Policy Number #10-03 -Board of Directors**

Revised by the Governance Committee
and approved by the CDSA Board on March 29, 2026

- **INTRODUCTION**

The Board of Directors of Canadian Deaf Sports Association (CDSA) is accountable to the membership for competent, conscientious and effective governance. The Board will direct, control and inspire the organization through the careful establishment of strategic direction and broad written policies reflecting the organization's values, and perspectives about the results to be achieved.

- **PURPOSE**

The statutes providing for incorporation of Canadian Deaf Sports Association (CDSA) (a non-share capital corporation) require directors to supervise the management of the affairs of the organization. In addition to this mandate the governing authority of the board of directors is set out CDSA's legal governing documents, the Bylaws. As members of the board, directors are trustees under the law and have responsibility to oversee the conduct of the business, to monitor results and to endeavor to ensure that all major issues affecting the business and affairs of the organization are given proper consideration.

- **APPLICATION**

It is the primary responsibility of the Board to ensure that the assets and resources of the organization are properly managed. Through its responsibility for Mission, Values and Strategy, the Board of Directors focuses on establishing the results to be achieved by the organization. Although it must delegate the organization's management responsibilities to the Executive Director, the Board shall retain the role of steward.

The Board is responsible for upholding the constitution, by-laws of CDSA. Primarily, the Board will set broad organizational policies to guide and enable CDSA to meet its purpose and the results identified.

To distinguish the Board's own unique job from the job of councils, committees or staff, the board will concentrate its efforts on the following

- Establish the CDSA Mission, Vision, Values and monitor progress towards desired results.
- Prepare governing documents and organizational policies that, at the broadest levels, address:
 - Governance Process – how the Board carries out and monitors its own tasks
 - Board/Committee/Staff Relationships – how the Board maintains positive relations among the board, councils, committees and staff, and how the board delegates authority to and holds councils, committees and staff accountable for their duties
 - Monitoring the Organization's Ethical Values and Behavior – these are the boundaries of prudence and ethics within which all activities and decisions will take place
- Recruit, hire and supervise the Executive Director; ongoing evaluation the Executive Director's performance, competence and integrity; and setting the Executive Director's compensation package.
- Support the role of the Executive Director
- Advocate and Liaise with the Federal Government and General Public.
- Oversee mechanisms for mediation of disputes, appeals and independent arbitration.
- Assess the Board's performance and effectiveness in relation to these outputs.

- **APPLICATION (cont'd & end)**

Board's own unique job (cont'd & end)

- Present annually to the membership an audited financial statement and a review of CDSA's progress toward achievement of stated results.
- Ensure CDSA maintains sufficient financial resources to function effectively.
- Fulfill any responsibilities required by law.
- Monitor and assess the Board's process and performance.
- Undertake its activities and responsibilities in the best interests of the CDSA
- Commits to completing customized training and staying up to date on best governance practices in the Canadian sports sector, or other training deemed relevant. To the extent possible, each director commits to complying with the requirements described in **Appendix A**.

Each Director is a representative of CDSA and shall speak for the organization only on clearly defined policy matters. In addition they shall defend the organization or its operations against criticism. Justified criticism shall be brought to the attention of the appropriate person, or the Board when appropriate.

- **RESPONSIBILITY**

BODY	ACTION
Board of Directors	<ul style="list-style-type: none"> • Maintain a strategic focus that is mission driven • Develop a transparent, rational and clear governance structure and accountability that allows the Board to engage in discussions of mission, strategy and results • Clearly separate the Board oversight and monitoring responsibilities from the operations of CDSA • Govern and maintain policy oversight responsibilities of CDSA consistent with the by-laws. • Develop and maintain clearly defined linkages between the organization and its member.
Board Committees	<ul style="list-style-type: none"> • Create linkages with agencies and organizations that will permit CDSA policy review and development to be proactive and current.

- **LIMITATIONS**

- 1) Board members have no direct operational authority.
- 2) An individual director has no authority to commit the organization to any action or policy. All Directors shall abide by all the decisions of the Board.
- 3) Directors who are recipients or partners in CDSA programs need to exercise caution when dealing with operational activities of the organization, and clearly distinguish those times when they are acting as a Director and when they are acting as a client or partner.

Policy Number #10-03 -Board of Directors

APPENDIX A

1. Training Frequency

CDSA is committed to supporting the ongoing development and effectiveness of our Board of Directors. To support strong governance practices, the organization **provides annual governance training**, which is mandatory for all Board members. The training is facilitated virtually by an external consultant and focuses on key governance topics relevant to the Board's role and responsibilities. Specific topics are determined based on Board priorities and emerging governance needs. Additional governance resources may also be shared with Directors periodically to support continuous learning and effective oversight.

2. List of potential training/webinars (examples only):

Provider: Institute of Corporate Directors (1 or 2-day courses, delivered virtually, open enrollment):

- Enterprise Risk Oversight
- Board Oversight of Strategy
- Audit Committee Effectiveness
- Boardroom Financial Essentials
- HR & Compensation Committee Effectiveness
- Digital Transformation from the Boardroom
- Board oversight of Artificial Intelligence
- Board Oversight of Cybersecurity
- Board oversight of Climate Change

Canadian Deaf Sports Association Policy Number #10-04 -President

Revised by the Governance Committee
and approved by the CDSA Board on December 8, 2018

- **INTRODUCTION**

Canadian Deaf Sports Association (CDSA) is dependent upon a skilled and effective President and a positive working relationship between the President and the Executive Director. The role of the President is to guide the governance of the organization and the development of policy.

- **PURPOSE**

The CDSA President is responsible for the stewardship of the Board of Directors (Board). As such, the President represents the leadership of the Board and maintains a mission focus, ensuring benefits to the members and maintaining the integrity of governance.

The President of CDSA forms the working link between the Board and the Executive Director. As such, and in partnership with the Executive Director, the President may direct the Executive Director to a course of action on behalf of the Board. The President's working relationship with the Executive Director sets the tone for the relationship with the Board and serves as a model for the behavior for other Board members toward the Executive Director.

The President is accountable to the Board and acts on the Board's behalf between Board meetings - consulting and taking actions as required. As such, the President must be a leader in sport: networking and advocating on behalf of CDSA.

- **APPLICATION**

The President/Executive Director Relationship

- The President will be the primary point of contact for the Executive Director with the Board. While respecting their own responsibilities – the President to lead the Board and the Executive Director to manage the operational activities – they will work as a partnership serving the success of the organization.
- The Board expects that in establishing an effective working relationship between the Executive Director and the Board, the President will:
 - i. Focus the Executive Director and Board on key goals, strategies and accountabilities, making sure everyone understands who is responsible to whom and for what.
 - ii. Respect the role of the Executive Director and work through those situations where the line between operation and governance is not clear.
 - iii. Avoid territorial behavior with the Executive Director when issues are not easily defined as either a Board or staff responsibility and communicate candidly about the situation and adjust their approach accordingly.
 - iv. Understand that the success of the President/Executive Director relationship is measured by the impact on CDSA and not by the strength of their personal relationship.
 - v. Debate and disagree behind closed doors but maintain a consistent and united front on important issues, particularly when making public appearances where the two should speak with one voice.

- **APPLICATION (cont'd & end)**

- **The President/Executive Director Relationship (cont'd & end)**

- vi. Avoid conflict that ensues from neglecting or abdicating their own duties or encroaching on the other's areas of responsibility.
 - vii. Support each other by ensuring they are informed of the other's domain.
 - viii. Guard against developing a special or confidential relationship that tests the boundaries of ethical practice.

- **The Responsibilities of the President**

- To make the Board stronger by suggesting appropriate governance practices, keeping the Board mission focused, engaged and inspired, speaking with prospective Board candidates and providing orientation to new Directors.
 - Create healthy and productive relations between the Executive Director and Board by establishing clear personal and professional boundaries around the interactions between the two; reprimanding those that overstep bounds or show disrespect for colleagues, and demonstrating optimism, inclusiveness, integrity and respect in relationships.
 - Manage the flow of information between the Executive Director and the Board so that it acknowledges the Board's information needs and acknowledges the contributions of others.
 - Seek out opinions of other Board and Board Committee members and ensure their concerns are dealt with by the Board or brought to the Executive Director's attentions.
 - Set an example of the respectful balance between passion for the organization and dogmatic views.

- **RESPONSIBILITY**

BODY	ACTION
Board of Directors	<ul style="list-style-type: none"> • Set boundaries defining the working relationship between the President and the Executive Director. • Assure and monitor performance and results of the President/Executive Director partnership.
Policy and Governance Committee	<ul style="list-style-type: none"> • Monitor policies for the Board of Directors, the President and the Executive Director to ensure compliance with good governance practice.

- **LIMITATIONS**

The President may not perform, or cause to be performed, anything that may be considered unlawful or immoral in violation with the CDSA Code of Conduct or inconsistent with the funding source requirements or franchise/regulatory organizations (ICSD etc) on executive authority.

Any breach of policy must be reported to the Board, to guarantee that no violation has been kept from the Board.

**Canadian Deaf Sports Association
Policy Number #10-05 -Treasurer**

Revised by the Governance Committee
and approved by the CDSA Board on March 29th, 2026

Treasurer

The treasurer shall: Oversee the financial processes of the CDSA

- have custody of all funds and securities of the CDSA and shall keep accurate accounts of all assets, liabilities, receipts and disbursements of CDSA in the books belonging to CDSA and shall make disbursements as determined by the Board, provided, however, that any of such duties or other duties relating to the functions of treasurer may be delegated to an administrative officer of CDSA;
- See that accurate vouchers of all disbursements and shall ensure the books of CDSA are in proper order;
- render an accounting of all financial transactions at the Members' and Directors' meetings and shall exhibit at such meetings the books of CDSA when called upon to do so;
- furnish the annual meeting of CDSA with an audited financial statement of CDSA, which has been audited by the auditor elected at the previous annual meeting;
- in consultation with the President and Executive Director prepare and monitor the budget for CDSA;
- Perform all duties incident to the office and shall have such other powers and duties as may from time to time be determined by the Board.
- It is based on control elements related to financial issues (**Appendix A**).

Appendix A

Financial Controls

The Treasurer, in collaboration with the Executive Director, who ensures oversight of the key elements of the Financial Policy (No. 20), must also ensure that financial controls are presented with full transparency, including:

1. The complete annual financial statements must be audited and published on the organization's website within six months of year-end, i.e., no later than October 1.
2. Financial statements must be reviewed by the Board of Directors at least three (3) times per year:
 - i. Unaudited quarterly statements must be reviewed within 60 days of the end of the quarter;
 - ii. Audited annual statements must be reviewed within 90 days of year-end.
3. The Board of Directors is responsible for managing risks, including the continuous identification of financial risks (Policy No. 10.10) and monitoring a summary table of the current year's financial situation.

4. During Board meetings, directors must receive from the Executive Director and/or Treasurer the following information, which shall be recorded in the meeting minutes:
- i. Certification that all required payments, including source deductions and other **government remittances**, have been made;
 - ii. Confirmation that directors' and **officers' liability insurance** has been reported to the Board, is in force, and that all premiums have been paid;
 - iii. Updates on the financial status of **telemarketing** operations, ensuring compliance with the minimum budget required to support national team participation for the current year;
 - iv. Where applicable, a detailed budget outlining the use of **any bank line of credit**, with Board approval;
 - v. Renewal of **guaranteed investments** must align with the association's objectives and represent at least 25% of the annual budget turnover.

Canadian Deaf Sports Association
Policy #10-06 -Welcome Guide for new Directors on the Board of Directors

Revised by the Governance Committee
and approved by the CDSA Board on December 8, 2018

INTRODUCTION / OBJECTIVE

Sport Canada — our main funder — strongly encourage organizations in implementing a welcome policy for new Directors.

The Canadian Deaf Sports Association (CDSA) must make sure there is a sane governance within the organization, and one of the several ways to ensure this is that directors are qualified. To help them get acquainted with the organization and be prepared to serve their mandates on the Board of Directors (BOD), the CDSA will provide to new Directors the following necessary tools from the Welcome Guide.

APPLICATION

The President of the Board of Directors and the Executive Director are the designated individuals by the CDSA to welcome new Directors within the organization. They are the spokespersons to explain how the organization works.

The new Director will receive information from the CDSA in the following specific timeline:

1) General Annual Meeting (AGM)

Following the elections at the AGM, the new Director must conform to the professional oath as a new CDSA Director. A copy of this oath can be found in Annex A. A mention will be added to the AGM minutes. The President of the BOD and/or the Executive Director will give the following documents:

- 1-1) An email explaining the Policy #10-05 from the Welcome Guide for New Directors;
- 1-2) A copy of the general Bylaws and
- 1-3) A copy of '*Pursuing Effective Governance in Canada's National Sport Community*' from Sport Canada produced in 2011.

2) Introduction to the CDSA

An email containing the following items will be sent to the new Director a week after the AGM:

- 2-1) An email address with @assc-cdsa.com;
- 2-2) An copy of current policies;
- 2-3) A copy of the CDSA organizational chart (hierarchical structure: AGM - BOD - Standing Committees - Employees); and
- 2-4) A list of the Directors' email addresses and Presidents of CDSA Standing Committees.

3) Before the first BOD Meeting

One month before the first BOD Meeting, the President of the BOD and Executive Director must held an informal meeting with the new Director by videoconferencing or in person. The following items will be presented and explained during the informal meeting:

- 3-1) CDSA Strategic Plan;
- 3-2) Operational Plan for the current year;
- 3-3) CDSA financial structure (accountability with Sport Canada, funding sources, etc.); and
- 3-4) Any other relevant information.

4) First BOD Meeting

Once a notice of BOD Meeting is sent to Directors, the new Director will receive by email the usual documents for the meeting (Agenda, reports, etc.). The individual will also receive the following documents that must be signed and submitted to the CDSA during the first BOD meeting:

- 4-1) A copy of the Code of Conduct and Ethics (policy #30-06) signed; and
- 4-2) A copy of the document about conflict of interests signed.

CONCLUSION

During the Director's term, the President of the CDSA Board of Directors and Executive Director must be available to answer any questions the Director might have. The Director also can consult, if necessary, the President of the Standing Governance Committee for any clarifications or questions regarding governance (policy #10-00).

Annex A

Professional Oath of CDSA

I do solemnly swear that I will faithfully execute my position with the Board of Directors of the Canadian Deaf Sports Association, and will represent all deaf Canadians, with loyalty and confidentiality with the true interest of sport development.

Canadian Deaf Sports Association
Policy Number #10-07 -Executive Director

Revised by the Governance Committee
and approved by the CDSA Board on December 8, 2018

- **INTRODUCTION**

Canadian Deaf Sports Association (CDSA) is dependent upon a skilled, effective and supported Executive Director and a positive working relationship between the President and the Executive Director. The role of the Executive Director is to manage the organization.

- **PURPOSE**

CDSA recognizes that effective policy governance is dependent upon a skilled and effective Executive Director and a healthy Executive Director-Board relationship that is grounded in mutual respect, honest and open dialogue, a willingness to disagree and mutual support.

CDSA realizes that for effective governance there must be a sound working relationship and clarity of roles between and among the Board of Directors (Board), the President and the Executive Director. For the governance of CDSA to be effective the Executive Director must work with the Board to clarify the distinction between operation and governance. This relationship, well conceived, will form the basis for good governance. However, this working relationship requires effort and ongoing attention.

The Executive Director is responsible for the day-to-day operation of the affairs of CDSA in the execution of the organization's strategic plan.

- **APPLICATION**

The Executive Director/Board Relationship

1. The Executive Director, as the delegate of day-day operation responsibilities, is the only staff of the Board. The Board's communications with staff is through the Executive Director.
2. The Executive Director has the delegated authority for day-to-day administration and management of staff. The Executive Director receives clear expectations from the Board. The Executive Director does not need the board's further permission to act in exercising this authority.
3. The Executive Director may seek advice from individual Directors or Standing committees, however; none of these have the power or authority to provide formal direction.
4. The Executive Director is bound only by decisions of the Board, except in instances where the Board has specifically authorized such exercise of authority to the President or one of its directors.

The Responsibilities of the Executive Director

5. It is the Executive Director's responsibility, with full encouragement of the Board, to provide leadership in shaping the vision, defining priorities, developing policies and creating a sense of forward momentum and forward action, while recognizing that this process cannot be carried out in isolation of the Board or CDSA's partners.
6. The Executive Director will develop, for the approval of the Board, an annual plan and budget, inclusive of annual goals and performance measures that demonstrate how the Board-approved strategic plan will be implemented and evaluated.

The Responsibilities of the Executive Director (cont'd & end)

7. It is the Executive Director’s responsibility to keep the Board well informed. In general, this will be done through reports that document progress of the strategic plan and provision and explanation of relevant materials for Board meetings. The Executive Director is expected to be candid in sharing information about the problems and successes of the organization, allowing the Board to make responsible, informed decisions on behalf of CDSA.
8. The Executive Director will, with Board authority, direct the administration and management of CDSA. In doing so, the Executive Director will; a) exercise fiscal prudence, b) practice sound risk management, c) adhere to existing CDSA policies and procedures and d) develop and recommend CDSA policy and positions, outlining their implications for Board consideration.

• **RESPONSIBILITY**

BODY	ACTION
Board of Directors	<ul style="list-style-type: none"> • The Board is accountable to the organization’s members and stakeholders to ensure the organization is managed in a manner consistent with the mandate, strategic plan, observant of Canadian law and commonly accepted business and professional ethics. • The Board will conduct an annual performance review of the Executive Director. The appraisal process will be approved by the Board and led by the President. The full Board will review and approve the compensation and benefits of the Executive Director.
Policy and Governance Committee	<ul style="list-style-type: none"> • Review the policies governing the role of the Executive Director to ensure consistency with the governance of CDSA.

• **LIMITATIONS**

The Executive Director may not perform, nor cause to be performed, anything unlawful, nor anything in breach of CDSA’s by-laws, Board Policies or Codes of Conduct.

**Canadian Deaf Sports Association
Policy Number #10-08 -Standing Committees**

Revised by the Governance Committee
and approved by the CDSA Board on March 29th, 2026

• **INTRODUCTION**

Canadian Deaf Sports Association (CDSA) follows a policy governance model that outlines a clear separation between the board and standing committee responsibility for policy development and operations.

• **PURPOSE**

Policy governance is the belief and practice that the Board of Directors is a governing Board with the ultimate authority and accountability for the results of CDSA. The actions of the Board of Directors are guided by results-oriented policies researched, developed and overseen by Standing Committees established by the Board.

The Standing Committees are struck to aid the process of governance, not operation. Standing Committees are in place to delve into more detail than the Board as a whole. The committees prepare truly board-level policy issues, but not in areas that have been delegated to staff, so as not to compromise the clear accountability linkage between the Board and the Executive Director.

• **APPLICATION**

The Board of Directors is mandated to strike committees as set out in the By-Law.

A specific **Terms of Reference (T.o.R.)** that outlines the following must guide the formation and role of each Committee:

- Mandate
- Key Duties
- Authority
- Policy Responsibility
- Composition
- Appointment
- Meeting structure and schedule
- Resources
- Objectives/Deliverables
- Evaluation
- Reporting

For a brief description of the standing committees currently in effect, please see **Appendix A**. The Board of Directors may be required, from time-to-time, to create ad hoc committees to aid the process of governance.

• **RESPONSIBILITY**

BODY	ACTION
Board of Directors	<ul style="list-style-type: none"> • Establishes, and evaluates annually the performance of Standing Committees.

• **LIMITATIONS**

Standing Committees must not be assigned tasks that oversee, become involved in, or advise operation functions.

Policy 10-08 – Standing Committees
Appendix A

1. Introduction

CDSA currently has three standing committees that ensure progress is made in specific areas and allow the Board of Directors to establish the overall direction of the organization.

2. List of Standing Committees

- a. Human Resources
- b. Governance
- c. Finance

3. Key Facts About Our Standing Committees

These committees hold regular meetings (primarily by email or videoconference) to help address new situations or unforeseen issues between Board of Directors meetings.

- a. Each standing committee appoints a committee chair, who must be a current member of the CDSA Board of Directors.
- b. The frequency of committee meetings is determined by each committee chair and depends mainly on the number of discussion items and the urgency of specific issues.
- c. There are between one and three virtual meetings per year.
- d. Each committee is responsible for preparing and submitting a report in time for Board of Directors meetings. The committee chair (Board member) is responsible for submitting the report.
- e. Each standing committee is responsible for advancing specific CDSA projects within its area of responsibility and for regularly providing feedback and recommendations to the CDSA Board of Directors.
- f. Committee chairs are responsible for recruiting members from outside the Board of Directors whom they know and trust (and/or who bring relevant skill sets) to form their committees. We also invite all interested individuals to apply to become a member of one (or more) of our standing committees.
- g. Standing committees are led by the Executive Director and the committee chair (they plan meetings, develop agendas, prepare reports, and ensure that projects are completed).
- h. Normally, the President of the Board of Directors cannot serve as a committee chair or as a member of a standing committee, but he/she may choose to participate in meetings with some or all committees.
- i. The chair of a standing committee may communicate with the Executive Director regarding items relevant to their committee in order to receive updates, provide feedback, add agenda items, etc

4. Priorities and Areas of Focus of Our Standing Committees:

a. Human Resources Committee

- Provide recommendations regarding staffing; assist with recruitment and retention.
- Assist with preparing interviews, scheduling, and follow-up.
- Assist with announcements regarding new employees.
- Review professional development opportunities.
- Review human resources policies and procedures, as well as employee benefits.
- Develop an orientation package for new employees.
- Provide, where applicable, performance evaluation tools to the Board of Directors for the evaluation of the Executive Director.
- Develop an orientation package for new Board members.
- Identify temporary recruitment opportunities (students, internships, etc.).
- Disciplinary processes and procedures.
- Identify and evaluate available resources for staff.
- Review the assets, equipment, and workspace required and available for staff

b. Governance Committee

- Non-profit organization status.
- Review of policies and bylaws.
- Board membership / operations / procedures.
- Development of a risk management strategy.
- Review roles and responsibilities of the Board, committees, and chairs.
- Make recommendations to the Board of Directors to improve (efficiency, relevance, clarity) governance structure and policies.

c. Finance Committee

- Oversee the annual audit.
- Provide regular financial updates.
- Funding and grant opportunities.
- Accounting and tax matters.
- Provide advice on the budget.
- Review cost savings (expenses).
- Asset control and inventory.
- Revenue generation – sponsorships, new grant opportunities.
- Fundraising campaigns.
- Oversee the disbursement of funds for CDSA scholarship programs.
- Review contracts.
- Management of affiliation fees.

Canadian Deaf Sports Association
Policy Number #10-09 -Board/Committee Member Code of Conduct

Revised by the Governance Committee
and approved by the CDSA Board on December 8, 2018

• **INTRODUCTION**

The Members of the Board of Directors and members of all committees of Canadian Deaf Sports Association (CDSA) shall at all time conduct themselves in a professional manner and in accordance with the Board and Committee Member Code of Conduct. The Code of Conduct is attached as Policy #30-06.

• **PURPOSE**

This policy has been created to ensure that all members of the Board of Directors and of any committee of CDSA adhere to common standards of personal conduct and commit to clear performance expectations in carrying out the business of CDSA.

• **APPLICATION**

This policy applies to all members of the Board of Directors, all members of Standing or Independent Committees of the Board of Directors, and any member appointed to an operational committee of CDSA.

The Chair of the Board of Directors shall ensure that all Directors and members of any Board committee are aware of their responsibilities as defined in the Code of Conduct. Breach of the Code of Conduct may be cause for removal of a member from service on a committee or from the Board of Directors.

• **RESPONSIBILITY**

BODY	ACTION
Board Chair (President)	<ul style="list-style-type: none"> • Ensure that the Code of Conduct is reviewed annually at the first meeting of the Board, or as soon as practical after the election of the Board. • Advise the General Membership if any Board member is repeatedly/incorrigibly in breach of the Code of Conduct. • Assists Committee Chairs to ensure that members of committees of CDSA comply with the Code of Conduct.
Executive Director	<ul style="list-style-type: none"> • Ensure that all members of each committee completes and signs the Code of Conduct Policy, and that such notice is updated annually, usually following the first meeting of each committee after the Annual General Meeting. • Advise the Chair of the Board of Directors annually that all members of the Board and of Board committees have signed/updated the Code of Conduct Policy. • Advise the Chair of the Board of Directors annually that all members of operational committees have signed/updated the Code of Conduct Policy. • Ensure that the terms of reference for each committee recognizes the option of the Executive Director to remove an individual as a member of the committee as a result of a breach in the Code of Conduct.

Canadian Deaf Sports Association

Policy Number #10-10 -Risk Management

Initial Draft
and approved by the CDSA Board on March 29, 2026

1. INTRODUCTION

As a multi-sport organization responsible for sport for Deaf individuals in Canada, the Canadian Deaf Sports Association (CDSA) recognizes that risks exist in all its activities, including governance, program delivery, event organization, and operational management.

CDSA is committed to proactively managing these risks to protect the organization, its members, partners, volunteers, staff, and Deaf athletes representing Canada at the national and international levels.

Risk management is an integral part of good governance and helps ensure the organization's safety, financial stability, and reputation.

2. PURPOSE

2.1 This policy aims to:

- Define CDSA's approach to risk management;
- Identify the key risk areas that could affect the organization;
- Clarify responsibilities related to risk identification and management;
- Promote a proactive organizational culture regarding risk management..

2.2 Effective risk management helps to:

- Protect athletes, staff, and volunteers;
- Reduce legal and financial risks;
- Ensure compliance with laws and regulations;
- Improve the quality of programs and services;
- Safeguard the reputation and credibility of CDSA.

3. RESPONSIBILITY

Overall responsibility for risk management rests with the Executive Director, supported by the Vice-President, who acts as the Risk Management Officer.

However, risk management is a shared responsibility. Directors, committee members, staff, and volunteers must:

- Identify potential risks in their activities;
- Report any concerns;
- Follow established policies and procedures.

The Board of Directors provides overall oversight and ensures that risk management is integrated into governance processes.

4. RISK MANAGEMENT PROCESS

CDSA implements a structured process comprising three main steps:

- a. Identify risks that could affect the organization's activities;
- b. Assess risks based on their likelihood and impact;
- c. Implement mitigation measures to reduce or manage identified risks.

Risk management is regularly monitored and integrated into Board of Directors meetings as well as the organization's planning processes. An update of the summary table associated with this policy must be carried out annually, including the identification of at least ten potential risks for the current or upcoming fiscal year..

5. RISK CATEGORIES

CDSA specifically monitors the following categories of risks:

- 5.1 **Operational Risks** – related to program delivery, events, and human resources;
- 5.2 **Compliance Risks** – related to laws, regulations, funding standards, and contractual obligations;
- 5.3 **Financial Risks** – related to budget management, revenue, sponsorships, and financial sustainability;
- 5.4 **Governance Risks** – related to roles and responsibilities, decision-making, and organizational structure;
- 5.5 **Communication and Reputation Risks** – related to public communications, media, and the organization's image;
- 5.6 **External and Strategic Risks** – related to partners, governments, and trends in the sports sector.

6. RISK MANAGEMENT MEASURES

To manage risks, CDSA may, in particular:

- Develop and implement policies and procedures;
- Provide training and support to staff and volunteers;
- Use formal contracts and agreements;
- Establish oversight and monitoring mechanisms;
- Adopt crisis management protocols;
- Maintain adequate insurance coverage.

7. INSURANCE

CDSA maintains appropriate insurance coverage, including general liability, sports accident, and directors and officers liability. The insurance coverage is reviewed regularly to ensure it aligns with the organization's activities and risks.

8. POLICY REVIEW

This policy is approved by the Board of Directors and is subject to periodic review, ideally at the first Board meeting following the annual general meeting, to ensure that it remains relevant, up-to-date, and effective.

Canadian Deaf Sports Association Policy Number #10-11 -Policy Review

Revised by the Governance Committee
and approved by the CDSA Board on December 8, 2018

- **INTRODUCTION**

The Board of Canadian Deaf Sports Association (CDSA) is responsible for clearly defined, contemporary organizational policies as the foundation of good governance.

- **PURPOSE**

Policies come in many forms and serve many purposes. They may be organizational in nature – focusing the Board and the Executive Director on their responsibilities. They may also be operational – focusing the Executive Director and staff on their responsibilities.

In general, the organizational policies of CDSA:

- Express the values and the philosophies of the organization;
- Outline the results expected for various constituencies;
- Provide direction and suggest means of getting there;
- Serves as a guideline for carrying out action; and
- Govern the course of action for a program or an organization.

It is critical, for good governance, to continually review the organization's policies (both Board and Operations); ensure consistency, compliance and that the policies reflect the strategic direction of CDSA as well as contemporary beliefs, regulations and practices.

- **APPLICATION**

The Board of Directors (Board) approves organizational policies intended to guide the working responsibilities of the Board and the operations of the CDSA. These policies have been assigned to Board committees for monitoring and research.

Each Board committee receives annually the CDSA business plans from the Executive Director and has the mandate to advise the Board on its oversight responsibility related to organizational policy. The Board Committees have the authority to research, recommend action and prepare policy for Board consideration.

The policies of CDSA must be reviewed annually. Only the Board of CDSA can approve organization policy.

- **RESPONSIBILITY**

BODY	ACTION
Board of Directors	<ul style="list-style-type: none"> • Review and recommend changes to the By-Laws of CDSA. • Assume full responsibility for the policies establishing the direction of CDSA – strategic purpose and values • Approve policy.
Board Committees	<ul style="list-style-type: none"> • Advise the Board in fulfilling its policy oversight responsibilities relating to the committee’s mandated area. • Research policy and governance issues and then propose action in the form of recommendations to the Board for approval.
Executive Director	<ul style="list-style-type: none"> • Recommend areas of policy need.

- **LIMITATIONS**

Board Committees may not recommend policy that may be considered unlawful or immoral in violation with the CDSA Code of Conduct or inconsistent with the funding source requirements (Sport Canada, Sponsors) or franchise/regulatory organizations (ICSD, etc) on executive authority.