

Lacrosse Canada

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Amendments

Amendments to this document may be made by the Board of Directors at their discretion, subject to the requirements of the Lacrosse Canada bylaws.

A. POLICIES

EXTERNAL OPERATIONAL POLICIES

For the definition list pertaining to the External Operational Policies, please refer to **Appendix A**.

RISK MANAGEMENT POLICY

1. Preamble

- a) As the national sport organization that governs Lacrosse throughout Canada, Lacrosse Canada recognizes that there are risks inherent in all facets of our governance, program delivery and business operations.
- b) Lacrosse Canada is committed to managing risks to the organization and to Members. We take the safety, well-being and satisfaction of our members and participants seriously. While we are not averse to taking organizational risks and pursuing opportunities, we will do so thoughtfully and in an informed manner.

2. Purpose

- a) The aim of this policy is to provide a guiding statement on how risk management is to be performed within Lacrosse Canada. In general, we view risk management as a comprehensive approach to improving organizational performance. This policy has other purposes as well, namely:
 - i. Reinforcing an understanding of risk management as having a broad focus, beyond merely preventing lawsuits and financial losses;
 - ii. Performing an educational function for staff, volunteers, and members;
 - iii. Over the longer term, contributing to enhancing a 'risk management culture' within Lacrosse Canada.
- b) Ultimately, successful risk management has the following benefits for Lacrosse Canada:
 - i. Prevents or limits injury or losses to participants, volunteers and staff;
 - ii. Helps to protect Lacrosse Canada and its Board of Directors against litigation;
 - iii. Ensures that Lacrosse Canada is compliant with all applicable laws, regulations and standards;
 - iv. Improves the quality and relevance of the programs and services that Lacrosse Canada provides to its members, participants, partners and sponsors;

- v. Promotes improved business management and human resource management practices;
- vi. Enhances Lacrosse Canada's brand, reputation and image in the community;
- vii. Overall, enhances Lacrosse Canada's ability to achieve its strategic objectives.

3. Scope and Authority

- a) The Executive Director is appointed as Risk Manager for Lacrosse Canada, responsible for the implementation, maintenance and communication of this policy. This policy applies to all activities undertaken by Lacrosse Canada at the national level. Where Lacrosse Canada exercises authority over activities below the national level, risk management measures may also be prescribed by Lacrosse Canada for implementation by members. Members are encouraged to prepare policies similar to this policy, to govern the management of risk within their jurisdictions.
- b) The Board of Directors is also responsible for ensuring that the implementation of Lacrosse Canada's risk management framework is continuous and relevant, through the ongoing consideration of Lacrosse Canada's high-level risks, and the oversight of the Risk Manager.

4. Policy

- a) Lacrosse Canada makes the following commitments to its members:
 - i. All activities and events undertaken by Lacrosse Canada will be analyzed from a risk management perspective;
 - ii. Systematic and explicit steps will be taken to identify, assess, manage and communicate risks facing Lacrosse Canada;
 - iii. Risk control strategies will be reasonable and will reflect the given standard of care in any circumstance (where standard of care is determined by written/published standards, industry practices, established case law precedent, and common sense).
- b) Lacrosse Canada acknowledges that risk management is a broad activity and a shared responsibility. All directors, officers, staff, and volunteers have an ongoing responsibility to take appropriate measures within their scope of authority and responsibility to identify, assess, manage and communicate risks.

5. Categories of Risk

- a) Risks arise from several categories of Lacrosse Canada's operations. Lacrosse Canada has determined that the following categories will be used when identifying risks:

i. *People and Programs Risks*

Risks related to key operational and programming areas across the organization; risks affecting the evolution of coaching, officiating and athlete development; management of human resources, including staff and volunteers; organizational capacity to meet member and stakeholder expectations and deliver on identified commitments; risk related to strategic planning; event and competition management; planning so as to remain vital and relevant to our members; the inherent physical risks of our sport; travel related risks, including medical and safety protocols; interpersonal related risks that escalate needlessly from interpersonal tension to unnecessary conflict.

ii. *Compliance Risks*

Risks related to failure to comply with existing laws and regulations governing: employment standards; privacy; workplace safety; new corporations' legislation; tenant legal responsibilities; charitable status; anti-doping policies; Sport Canada/OTP/other agency standards for funding and accountability; fulfillment of contractual obligations; Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS); safe sport requirements; pandemic related requirements; increased insurance requirements.

iii. *Communication Risks*

Risks related to internal and external communications; information management systems; crisis and issues management; system hacking and data security; media relations; management of intellectual property; social media opportunities and pitfalls; maintaining confidentiality.

iv. *Reputation Risks*

Risks resulting from damages to an organization's reputation due to lost revenue; lowered trust levels which harm relationships with stakeholders; lowered participant satisfaction; negative perceptions which erode trust; increased operating, capital or regulatory costs; destruction of member value, consequent to an adverse or potentially criminal event even if the organization is not found guilty.

v. *External Risks*

Risks that are not in direct control of the organization including funding frameworks from Performance Partners (OTP, COC, CPC, Sport Canada and other agencies); relations with governments, games organizations and international federations; involvement in other sport partnerships; hosting decisions and requirements; changing political priorities; trends in the industry related to public safety, health and travel requirements.

vi. *Governance Risks*

Risks related to clarity of roles and responsibilities; decision-making and oversight; organizational structure and performance; management of disputes and conflict of interest; planning for diversity and succession of the Board and committees; lack of monitoring and evaluation of progress; lack of training and education of Board members; lack of retention of corporate knowledge; staying current with trends; lack of strategic planning; Board interference.

vii. *Financial Risks*

Risks related to financial monitoring and reporting; lack of flexibility to control and direct funds; sponsorship attraction and retention; overly dependent on performance partners; investment and management of reserve funds; protection of revenue streams; long-term financial sustainability.

6. Risk Tolerance

a) The following tolerance levels for the organization are:

CONSEQUENCE						
Consequence	Health & Safety	Performance	Reputation	Loss / Damage	Planning	Values
MINOR	First aid treatment	Achieved most Strategic Outcomes	Public concern restricted to local complaints	\$10,000 - \$50,000	Short-term delay of achievement of planned outcomes	Low infringement of your values
MODERATE	Medical Treatment/ Leave of less than 1 week	Achieved a reasonable number of Strategic Outcomes	Minor, adverse local public or media attention and complaints	\$50,000 - \$250,000	Not able to meet planned outcomes due to competing priorities	Internal and unintentional infringement of some of your values
SERIOUS	Leave of less than 3 months of senior staff	Did not achieve a reasonable number or one critical Strategic Outcome	Attention from media and / or heightened concern from community	\$250,000 - \$500,000	Not able to meet planned outcomes that impact funding obligations or partner expectations	High infringement of your values – Some policies were breached and requires HR intervention
CATASTROPHIC	Fatality or severe permanent disability/ Long-term leave/ departure of ED	Did not achieve a significant number or several critical Strategic Outcomes	Significant adverse national media/public attention	> \$500 000	Not able to meet mandatory outcomes to fulfill funding and partner requirements and expectations	Very High infringement on values - Intentional breach of policies and termination

Risk Assessment		CONSEQUENCE			
		Minor	Moderate	Serious	Catastrophic
POSSIBILITY	Almost Certain	Medium	Medium	Very High	Very High
	Probable	Medium	Medium	High	Very High
	Possible	Low	Low	High	Very High
	Unlikely	Low	Low	Medium	High

7. The Risk Management Process

- a) Managing risks involves three steps: 1) identify potential risks, 2) assessing the significance of a risk by considering its likelihood and consequences, and 3) developing and implementing measures to address those risks deemed significant by reducing the likelihood, consequences or both.
- b) Risks arise from a number of categories of Lacrosse Canada's operations. In the sport domain, facilities, equipment, people and programs all give rise to potential risks. Lacrosse Canada has determined that the following strategic directions as contained in Lacrosse Canada's Strategic Plan will be used when identifying risks:
 - i. To continue to implement our National Team Strategy, and ensure consistent delivery and quality of national championships
 - ii. To raise the profile of our brand in Canada and abroad, and improve the image of our sport
 - iii. To support all our strategic priorities by building a more effective governance structure for Lacrosse Canada
- c) All risks faced by Lacrosse Canada can be addressed by one or more of the following four (4) general strategies:
 - i. Retain the risk – no action is taken because the possibility and consequence of the risk is low. It may also be that the risk is inherent in the sporting activity itself and thus can be accepted in its present form.
 - ii. Reduce the risk – steps are taken to reduce the possibility of the risk, and/or its potential consequences, through efforts such as improved planning, policies, delivery, supervision, monitoring or education.
 - iii. Transfer the risk – accept the level of risk but transfer some or all of it to others through the use of insurance, waiver of liability agreements or other business contracts.

- iv. Avoid the risk – eliminate the risk by avoiding the activity giving rise to the risk – in other words, simply decide NOT to do something, or to eliminate some activity or initiative.
- d) The above general strategies translate into a variety of risk control measures, which for Lacrosse Canada may include (but are not limited to):
 - i. Development of policies, procedures, standards and rules
 - ii. Effective communication
 - iii. Education, instruction, professional development and specialized training
 - iv. Ensuring a core set of organizational values have been identified, defined and communicated throughout Lacrosse Canada
 - v. Adherence to minimum, mandatory qualifications and/or certifications for key staff and leaders
 - vi. Use of robust and legally sound contracts (codes of conduct, athlete and coach agreements, employment agreements, contractor agreements, partnership agreements)
 - vii. Improving role clarity through use of written position descriptions and committee terms of reference
 - viii. Supervision and monitoring of staff, volunteers, participants and activities
 - ix. Establishing and communicating procedures to handle concerns, complaints and disputes
 - x. Implement schedules for regular review, maintenance, repair and replacement of equipment
 - xi. Preparing procedures and protocols for emergency response and crisis management
 - xii. Use of warnings, signage, participation agreements and waiver of liability agreements where warranted
 - xiii. Regularly review appropriate insurance coverage

8. Reporting and Communication

- a) To ensure that risk management remains a high priority within Lacrosse Canada, and to promote an organizational culture that embraces a risk management perspective, risk management will be a standing item on the agenda annually, and on an as

needed basis, at board meetings, so that the Executive Director can provide updates as required.

- b) Lacrosse Canada recognizes that communication is an essential part of risk management. This Policy and our Risk Management Program will be communicated to our staff, committees, Disciplines and members, and we will encourage all members to communicate to Lacrosse Canada their risk management issues and concerns.
- c) Specifically, the following steps will be taken to ensure a risk aware culture is being fostered:
 - i. Staff reviews Lacrosse Canada's risk registry on a quarterly basis or as a risk arises;
 - ii. Staff provide updates on matters of risk to the Board at Board meetings (as required);
 - iii. If changes or additional updates to the Risk Management Policy are needed during the year, Staff will bring forward to the Board for discussion and approval;
 - iv. The Board annually reviews and updates the Risk Registry and the Risk Management Policy to determine if any additional high to very high level risks need to be added and to confirm the organization's risk tolerance profile.

9. Insurance

- a) Lacrosse Canada maintains a comprehensive insurance program that provides General Liability, Sports Accident and Directors and Officers Errors and Omissions coverage to the directors, officers, staff, members, volunteers and sponsors of Lacrosse Canada. Upon annual renewal of this policy, Lacrosse Canada consults with the insurance provider to determine if there are any emerging gaps, issues or deficiencies to be addressed through insurance renewal.
- b) Not all risks are insurable. However, as part of its commitment to risk management, Lacrosse Canada will take all reasonable steps to ensure that insurance coverage is available for those activities essential to the mission of Lacrosse Canada and that pose significant risks.

10. Approval

- a) This Policy was approved by the Board of Directors on May 10, 2025.

USE OF MARKS AND LOGOS POLICY

1. Purpose

- a) Lacrosse Canada's marks and logos are the property of Lacrosse Canada. The purpose of this Policy is to ensure the protection of the marks and logos and provide guidance on correct usage.
- b) Lacrosse Canada has the right to negotiate the rights for use of Lacrosse Canada logo and all program logos such as, but not limited to, National Teams, Officiating and Coaching.

2. Application

- a) This Policy applies to staff, Directors, Members, committee members, and third parties wishing to use Lacrosse Canada's marks or logos.

3. Marks

- a) Lacrosse Canada's marks are as follows:
 - i. [insert marks and trademarks] Please refer to Appendix A.

4. Logos

- a) Lacrosse Canada's logos are as follows:
 - i. [insert images] Please refer to Appendix A.

5. Use of the Marks and Logos

- a) The phrase "conforms to Lacrosse Canada specifications" may only appear if these rights have been granted.
- b) Lacrosse Canada reserves the right to use and grant permission to use its marks and logos in any way it deems appropriate and reserves the right to request other parties cease usage of its marks and logos in instances where Lacrosse Canada, at its own discretion, deems the usage inappropriate, misleading or in violation of this Policy and any law or regulation.
- c) Marks and logos may not be reproduced or used without written permission from Lacrosse Canada.
- d) Requests to use a mark or logo must be submitted in writing to Lacrosse Canada's office at least ten (10) days prior to the expected use or reproduction of the mark or logo. Submissions must include a sample and/or explanation of the proposed use or reproduction.

- e) Lacrosse Canada will provide written permission or denial within three (3) business days of receipt of the request. This decision is not appealable.
- f) Only the official marks and logos may be used. Hand-drawn or altered versions are not permitted.
- g) The marks and logos will not be used in any way that could be interpreted as:
 - i. Harmful to the reputation or image of Lacrosse Canada or its events;
 - ii. A false or implied endorsement, sponsorship, approval of Lacrosse Canada's support of the user's products, services, events or other related activities; and
 - iii. A violation of any law, regulation, public policy or the rights of others.
- h) In consideration of the acceptance of a third party's use of the marks and logos, the third party agrees as follows:
 - i. To abide by this policy and other directions provided by Lacrosse Canada related to mark and logo use;
 - ii. To not amend or alter the marks or logos in any way;
 - iii. That all information provided to Lacrosse Canada is accurate and correct;
 - iv. That Lacrosse Canada reserves the right to revoke the third party's use of the marks and logos; and
 - v. Acceptance of the third party's use of the marks and logos is confirmed in writing by an individual authorized to represent Lacrosse Canada.

6. Copyright of Material

- a) All materials produced by or for Lacrosse Canada are copyright protected for the sole benefit of Lacrosse Canada, for example, the Lacrosse Canada, through its coaching Discipline, develops technical materials to assist in the coaching development in Canada. This information is developed on a project by project basis, using the resources of Lacrosse Canada. In addition to coaching materials, other publications are produced by Lacrosse Canada to assist in the development of the game. These materials, including all publications, marks, symbols and logos are the exclusive intellectual property of Lacrosse Canada.
- b) Lacrosse Canada is entitled to a copyright of this intellectual property under the Copyright Act (R.S. 1985, c.C-42). As Lacrosse Canada has used its resources to produce the material, it also requires control of the material so that it may recover the costs of producing the materials through the sales of its products.

- c) All materials produced by Lacrosse Canada shall have the following inscribed on the finished product:

Copyright © __ (year) by the Lacrosse Canada

All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording or any information storage or retrieval system without the permission in writing from Lacrosse Canada.

- d) Any reproduction of Lacrosse Canada's materials by Members without the express written approval of Lacrosse Canada constitutes a violation of Lacrosse Canada's conduct standards and may be subject to a complaint under Lacrosse Canada's policies for discipline.

Appendix A

WHISTLEBLOWER POLICY

1. Purpose

- a) Lacrosse Canada is committed to fostering an environment conducive to open communication regarding the business practices of Lacrosse Canada and to protecting Workers from unlawful retaliation and discrimination for their having properly disclosed or reported illegal or unethical conduct.
- b) To further this commitment, this Policy:
 - i. establishes guidance for the receipt, retention and treatment of verbal or written reports received by Lacrosse Canada from a Worker regarding actions that (i) are illegal, unethical or contrary to Lacrosse Canada's policies in respect of accounting, internal controls, disclosure, or business practices or (ii) constitute discrimination, harassment, violence or abuse against a Worker by a Director or another Worker;
 - ii. provides Workers who make a report with a means to make reports in a confidential and anonymous manner; and
 - iii. demonstrates Lacrosse Canada's intention to discipline any person who commits an act of retaliation or reprisal against a Worker up to and including termination of employment for just cause, in the case of employees.

2. Application

- a) This policy only applies to Workers who observe, or experience incidents of wrongdoing committed by directors or by other Workers.
- b) Incidents of wrongdoing or misconduct observed or experienced by Registered Players, volunteers, spectators, parents of Registered Players, or other individuals not employed or contracted by Lacrosse Canada can be reported under the terms of the *Sport Integrity Disciplinary Policy* and/or reported to Lacrosse Canada's Board of Directors or senior staff person to be handled under the terms of the individual Worker's Employment Agreement or Contractor Agreement, as applicable, and/or Lacrosse Canada's policies for human resources.
- c) Matters reported under the terms of this policy may be referred to be heard under the *Sport Integrity Disciplinary Policy*, at the discretion of the Compliance Officer.
- d) Any violation of this Policy that may be considered "Prohibited Behaviour" or "Maltreatment" (as defined in the UCCMS) when the Respondent is a Registered Player who has been designated by Lacrosse Canada or a CSSP Sport Organization as a CSSP Participant, will be handled pursuant to the CSSP Rules and other applicable policies and procedures of the CCES, subject to the rights of Lacrosse

Canada as set out in the *Sport Integrity Disciplinary Policy* and any applicable workplace policies.

3. Wrongdoing

a) Wrongdoing can be defined as:

- i. violating the law;
- ii. intentionally or seriously breaching of the *Code*;
- iii. committing or ignoring risks to the life, health, or safety of a Registered Player, volunteer, Worker, or other individual;
- iv. directing an individual or Worker to commit a crime, serious breach of a policy, or other wrongful act; or
- v. fraud.

4. Pledge

- a) Lacrosse Canada pledges not to dismiss, penalize, discipline, or retaliate or discriminate against any Worker who discloses information or submits, in good faith, a report against another Worker or director under the terms of this policy.
- b) Any individual affiliated with Lacrosse Canada who breaks this **Pledge** will be subject to disciplinary action.

5. Reporting Wrongdoing

- a) A Worker who believes that a director or another Worker has committed an act of wrongdoing should prepare a report that includes the following:
 - i. a written description of the act or actions that comprise the alleged wrongdoing, including the date and time of the action(s);
 - ii. the identities and roles of other individuals or Workers (if any) who may be aware of, affected by, or complicit in, the wrongdoing;
 - iii. why the act or action should be considered to be wrongdoing; and
 - iv. how the wrongdoing affects the Worker submitting the report (if applicable).

6. Authority

- a) The following Compliance Officer has been appointed to receive reports made under this policy:

Terry Rayner - terry@lacrosse.ca

- b) After receiving the report, the Compliance Officer has the responsibility to:

- i. assure the Worker of the **Pledge**;
- ii. connect the Worker to the Alternate Liaison if the individual feels that they cannot act in an unbiased or discrete manner due to the individual's role with Lacrosse Canada and/or the content of the report;
- iii. determine if the report is frivolous, vexatious, or not submitted in good faith (e.g., the submission of the report is motivated by personal interests and/or the content of the report is obviously false or malicious) and, if so, inform the Worker that no action will be taken on the report and the reasons why the report has been considered frivolous, vexatious, or not in good faith;
- iv. determine if the *Whistleblower Policy* applies or if the matter should be handled under the *Sport Integrity Disciplinary Policy*;
- v. determine if the local police service be contacted;
- vi. determine if mediation or alternative dispute resolution can be used to resolve the issue;
- vii. determine if Lacrosse Canada's President and/or senior staff person should or can be notified of the report; and
- viii. begin an investigation.

7. Alternate Liaison

- a) If the Worker feels that the Compliance Officer is unable to act in an unbiased or discrete manner due to the individual's role with Lacrosse Canada and/or the content of the report, the Worker should contact the following individual who will act as an independent liaison between the Worker and the Compliance Officer:

Sport Dispute Management

Jahmiah Ferdinand-Hodkin

jferdinand@sportdispute.com

- b) The Alternate Liaison will not disclose the Worker's identity to the Compliance Officer or to anyone affiliated with Lacrosse Canada without the Worker's consent.
- c) A Worker who is unsure if they should submit a report, or who does not want to have their identity known, may contact the Alternate Liaison for informal advice about the process.

8. Investigation

- a) If the Compliance Officer determines that an investigation should be launched, the Compliance Officer may decide to contract an external investigator. In such cases, Lacrosse Canada's President and/or senior staff person may be notified that an investigation conducted by an external investigator is necessary without the nature of the investigation, content of the report, or identity of the Worker who submitted the report being disclosed. Lacrosse Canada's President and/or senior staff person may not unreasonably refuse the decision to contract an external investigator.
- b) An investigation launched by the Compliance Officer, Alternate Liaison or by an external investigator should, generally, take the following form:
 - i. follow-up interview with the Worker who submitted the report;
 - ii. identification of Workers, Registered Players, volunteers or other individuals that may have been affected by the wrongdoing;
 - iii. interviews with such-affected individuals;
 - iv. interview with the director(s) or Worker(s) against whom the report was submitted; and
 - v. interview with the supervisor(s) of the Worker(s) against whom the report was submitted, if applicable.
- c) The investigator will prepare an Investigator's Report – omitting names whenever possible and striving to ensure confidentiality – that will be submitted to Lacrosse Canada's President and/or senior staff person for review and action.

9. Decision

- a) Within fourteen (14) days after receiving the Investigator's Report, Lacrosse Canada's President and/or senior staff person will take corrective action, as required. Corrective action may include, but is not limited to including:
 - i. enacting and/or enforcing policies and procedures aimed at eliminating the wrongdoing or further opportunities for wrongdoing;

- ii. revision of job descriptions; or
 - iii. discipline, suspension, termination, or other action as permitted by the bylaws, provincial or territorial employment legislation, applicable policies for human resources, and/or the Worker's Employment Agreement or Contractor Agreement.
- b) The corrective action, if any, will be communicated to the investigator who will then inform the Worker who submitted the report.
- c) Decisions made under the terms of this policy may be appealed under the terms of the *Appeal Policy* provided that:
- i. if the Worker who submitted the initial report is appealing the decision, the Worker understands that their identity must be revealed if they submit an appeal; and
 - ii. if the director or Worker against whom the initial report was submitted is appealing the decision, the Worker or director understands that the identity of the Worker who submitted the report will not be revealed and that Lacrosse Canada will act as the Respondent.

10. Confidentiality

- a) Confidentiality at all stages of the procedures outlined in this policy – from the initial report to the final decision – is the goal for all individuals (the Worker, the Worker(s), or director(s) against whom the report is submitted, and the individuals interviewed during the investigation). An individual who intentionally breaches the confidentiality clause of this policy will be subject to disciplinary action.
- b) In all stages of the investigation, the investigator will take every precaution to protect the identity of the Worker who submitted the report and/or the specific nature of the report itself. However, Lacrosse Canada recognizes that there are some instances where the nature of the report and/or the identity of the Worker who submitted the report will or may be inadvertently deduced by individuals participating in the investigation

INTERNAL OPERATIONAL POLICIES

For the definition list pertaining to the Internal Operational Policies, please refer to **Appendix B**.

OFFICIAL LANGUAGES POLICY

1. Policy Statement

- a) Lacrosse Canada is committed to the promotion and use of Canada's two (2) Official Languages in the delivery of its services, Programs and Events.

2. Purpose

- a) The purpose of this policy is to guide Lacrosse Canada in its use of both Official Languages in its activities and services.

3. Scope and Application

- a) This policy applies to Lacrosse Canada and its activities, Programs and Events.
- b) Each Lacrosse Canada Program and/or Event is responsible for coordinating translation services for Lacrosse Canada. It is their responsibility to ensure essential information regarding their Program or Event is available in both Official Languages. Each Program and Event will coordinate with Lacrosse Canada's Director of Communications as needed.
- c) When applicable, Lacrosse Canada will have a language coordinator designated to oversee the implementation of this policy.

4. PROVISIONS

- a) Lacrosse Canada recognizes Canada's linguistic duality and recognizes that the English and French languages have equal status in Canada.
- b) Lacrosse Canada will comply with the spirit of the *Official Languages Act* when both Official Language communities are being served. It will promote the use of English and French in its activities, Programs and Events.
- c) Lacrosse Canada will work to engage with Canada's Official Language minority communities.

5. COMMUNICATIONS

- a) Lacrosse Canada shall maintain the capability to communicate in both Official Languages with its Members, Registered Players and with the broader public.

- b) Lacrosse Canada will work to ensure equivalent content and equal language quality in both Official Languages, including but not limited to its website, and social media channels.
- c) Lacrosse Canada will take the necessary measures to ensure that written communication or correspondence is drafted in the Official Language of the recipient's choice (when known). Lacrosse Canada staff are expected to be practical when applying this provision to email correspondence.
- d) Lacrosse Canada will take the necessary measures to ensure that verbal communication is conducted in the Official Language of the recipient's choice (when known). Registered Players are expected to be practical when applying this provision to email correspondence.
- e) All official documents relating to the governance of Lacrosse Canada, including, but not limited to, bylaws, Policies, Annual Reports, and Strategic Plans shall be provided in both Official Languages.
- f) Lacrosse Canada will ensure forms created for the public are made available in both Official Languages.

6. PROGRAMS AND SERVICES

- a) Lacrosse Canada Programs and services are to be provided in both Official Languages.
- b) All publications of a technical nature which are expected to be in circulation for a long period of time and which have broad applicability shall be provided in both Official Languages.

7. EVENTS

- a) Lacrosse Canada shall endeavour to provide all services and programs in both Official Languages or in the language of an Individual's choice.
- b) Lacrosse Canada will work to expand the bilingual services available at its Events.
- c) All information, including on the Event website; and promotional material (including, but not limited to public announcements, programs, posters, press releases, etc.) shall be made available in both Official Languages, and shall be updated simultaneously in both Official Languages.

8. COMMUNICATIONS

- a) This policy will be effectively communicated to those who will be responsible for its implementation.

- b) This policy will be broadly communicated.
- c) Lacrosse Canada will provide suitable education regarding the policy.

9. REVIEW

- a) This policy will be reviewed at least once every two years, or as decided by the Executive Director and/or the Lacrosse Canada Board of Directors.

10. APPROVAL

- a) This policy was approved by the Lacrosse Canada Board of Directors on May 13, 2021.

EQUITY AND ACCESS POLICY

1. Preamble

- a) Lacrosse Canada is committed to promoting equal access and opportunities to every individual to reach their maximum potential in fitness and excellence in the sport of lacrosse.
- b) Lacrosse Canada defines equal access and opportunity as the practice of treating persons in ways that are fair, equal and just, regardless of their gender, race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sexual orientation, disability, age, marital status, indigenous status or family status.

2. Policy Statement

- a) Lacrosse Canada is committed to encouraging equity in its administration, policies, programs, and activities.

3. Purpose

- a) Lacrosse Canada is committed to encouraging diversity, equity and inclusion in its administration, policies, programs, and activities.
- b) The purpose of this policy is to ensure that Lacrosse Canada provides Under-Represented Groups with a full and equitable range of opportunities to participate and lead.

4. General

Lacrosse Canada will:

- a) Provide this policy to all Registered Players and provide education on the importance of diversity, equity, and inclusion and what this entails in terms of practices, policies, procedures and norms of behaviour;
- b) provide registration forms and other documents that allow:
 - i. the Registered Player to indicate their gender identity and expression, rather than their sex or gender;
 - ii. the Registered Player to abstain from indicating a gender identity with no consequence to the individual;
 - iii. the Registered Player to indicate their pronoun(s);
 - iv. the Registered Player to indicate their preferred name;

- v. maintain organizational documents and Lacrosse Canada's website in a manner that promotes inclusive language and images;
- vi. refer to Registered Players by their preferred name and their pronoun(s);
- vii. work with Under-Represented Groups on the implementation, monitoring and/or modification of this policy;
- viii. when Lacrosse Canada has the authority to determine Registered Players' use of washrooms, change rooms, and other facilities, Lacrosse Canada will permit individuals to use the facilities of their gender identity;
- ix. ensure uniforms and dress codes that respect a Registered Player's gender identity and gender expression;
- x. support inclusion, equity, and access for Under-Represented Groups; and
- xi. exercise influence with external agencies to encourage equity.

5. Programming

Lacrosse Canada is committed to creating and supporting programs that address diversity, equity, and inclusion issues in sport. For example, Lacrosse Canada will:

- a) ensure that the achievement of equitable opportunities is a key consideration when developing, updating, or delivering Lacrosse Canada's programs and policies;
- b) ensure that Registered Players from Under-Represented Groups have no barriers to participation in Lacrosse Canada's programs, training, and coaching opportunities;
- c) create and support new programming that specifically addresses diversity, equity, and inclusion;
- d) monitor and evaluate the success of its diversity, equity, and inclusion programming;
- e) fund programs and services equitably;
- f) encourage Under-Represented Groups to act as role models for young Registered Players;
- g) create special opportunities to advance the number and levels of women in coaching; and
- h) when planning educational sessions, consider a balance of presenters from all gender identities.

6. Staff, Board of Directors, Committees

Lacrosse Canada will:

- a) strive to achieve gender balance in the appointment of all committees, task forces and other decision-making or decision-influencing bodies, and in seeking nominations for and appointments to the Board;
- b) include gender equity as a stated value that is accepted and promoted on nominating and selection committees;
- c) ensure equal opportunities exist for all staff to receive professional development to move towards senior levels of decision-making;
- d) develop, update, and deliver all policies, programs and services ensuring the concerns and needs of Under-Represented Groups are identified, promoted, and supported; and
- e) deal with any incidence of discriminatory behaviour according to Lacrosse Canada's *Code*.

7. Media Relations

Lacrosse Canada will:

- a) strive to ensure that Under-Represented Groups are portrayed equitably in promotional materials and official publications, and that gender-neutral language is used in all communications;
- b) produce all written and visual materials in a gender-inclusive manner;
- c) develop a communication plan that strives to give media visibility to Under-Represented Groups; and
- d) use gender-appropriate or gender-neutral language and positive, active visuals in all publications, graphics, videos, posters and on websites.

8. Human Resource Management

As part of its commitment to the use of equitable human resource management practices, Lacrosse Canada will:

- a) adopt, when possible, work practices such as flex-time, job-sharing, and home-based offices;
- b) provide a physically accessible workplace environment;

- c) ensure a non-smoking environment;
- d) use non-discriminatory interview techniques;
- e) provide opportunities for all staff to advance to senior decision-making levels and receive equitable remuneration;
- f) publicly declare Lacrosse Canada to be an equal opportunity employer and respect and implement the principle of pay equity in relation to salaried and contract employees; and
- g) when appropriate, make available access to Employee Assistance counselling.

9. Ongoing Commitment to Inclusion, Diversity and Equity

- a) Lacrosse Canada resolves to continue to incorporate inclusion, diversity, and equity matters in its strategies, plans, actions, and operations; including technical programs, business management, sponsorship, marketing, media, and communications.

10. Evaluation

- a) Lacrosse Canada will continually monitor and evaluate its inclusion, equity, and diversity progress.

PRIVACY POLICY

1. General

- a) Background – Privacy of personal information is governed by the federal *Personal Information Protection and Electronics Documents Act* ("PIPEDA"). This policy describes the way that Lacrosse Canada collects, uses, safeguards, discloses and disposes of personal information, and states Lacrosse Canada's commitment to collecting, using and disclosing personal information responsibly. This policy is based on the standards required by PIPEDA and Lacrosse Canada's interpretation of these responsibilities.
- b) Purpose – The purpose of this policy is to govern the collection, use and disclosure of personal information in the course of commercial activities in a manner that recognizes the right to privacy of individuals with respect to their personal information and the need of Lacrosse Canada to collect, use or disclose personal information.

2. Application of This Policy

- a) Application – This Policy applies to Representatives in connection with personal information that is collected, used or disclosed during any commercial activity related to Lacrosse Canada.
- b) Ruling on Policy – Except as provided in the Act, the Board of Directors of Lacrosse Canada will have the authority to interpret any provision of this Policy that is contradictory, ambiguous, or unclear.

3. Obligations

- a) Statutory Obligations – Lacrosse Canada is governed by the Act in matters involving the collection, use and disclosure of personal information.
- b) Additional Obligations – In addition to fulfilling all requirements of the Act, Lacrosse Canada and its Representatives will also fulfill the additional requirements of this Policy. Representatives of Lacrosse Canada will not:
 - i. Disclose personal information to a third party during any business or transaction unless such business, transaction or other interest is properly consented to in accordance with this Policy;
 - ii. Knowingly place themselves in a position where they are under obligation to any organization to disclose personal information;

- iii. In the performance of their official duties, disclose personal information to family members, friends or colleagues, or to organizations in which their family members, friends or colleagues have an interest;
- iv. Derive personal benefit from personal information that they have acquired during the course of fulfilling their duties with Lacrosse Canada; or
- v. Accept any gift or favour that could be construed as being given in anticipation of, or in recognition for, the disclosure of Personal Information.

4. Accountability

- a) Privacy Officer – The Privacy Officer is responsible for the implementation of this policy and monitoring information collection and data security and for ensuring that all staff receives appropriate training on privacy issues and their responsibilities. The Privacy Officer also handles personal information access requests and complaints. The Privacy Officer may be contacted at the following address:

Lacrosse Canada
Executive Director
terry@lacrosse.ca

- b) Duties – The Privacy Officer will:

- i. Implement procedures to protect personal information;
- ii. Establish procedures to receive and respond to complaints and inquiries;
- iii. Record all persons having access to personal information;
- iv. Ensure any third-party providers abide by this Policy; and
- v. Train and communicate to staff information about Lacrosse Canada's privacy policies and practices.

- c) Employees – Lacrosse Canada shall be responsible to ensure that the employees, contractors, agents, or otherwise of Lacrosse Canada are compliant with the *Act* and this Policy.

5. Identifying Purposes

- a) Purpose – Personal information may be collected from Representatives and prospective Representatives for purposes that include, but are not limited to, the following:

Communications

- i. Receiving communications from Lacrosse Canada in regards to E-news, newsletters, programs, competitions, training, discipline, appeals, events, activities and other pertinent information.
- ii. Published articles, media relations and postings on the Lacrosse Canada website, displays or posters. In some cases, videos from an event will be available for purchase.
- iii. Award nominations, biographies, published articles and media relations.
- iv. Communication within and between committees, volunteers and board members.
- v. Discipline results and long-term suspension list.

Registration, Database Entry and Monitoring

- i. Registration and communication of programs, events and activities.
- ii. Database entry at Coaching Association of Canada and to determine level of coaching certification, coaching qualifications, and coach selection.
- iii. Database entry to determine level of officiating certification and qualifications.
- iv. Determination of eligibility, age group and appropriate level of play/competition.
- v. Player Registration, outfitting uniforms, and various components of athlete and team selection.
- vi. Technical monitoring, officials training, educational purposes, sport promotion, media publications.

Sales, Promotions and Merchandising

- i. Purchasing equipment, coaching manuals, resources and other products.
- ii. Promotion and sale of merchandise.

General

- i. Travel arrangement and administration.
- ii. Implementation of Lacrosse Canada screening program.

- iii. Medical emergency, emergency contacts or reports relating to medical or emergency issues.
 - iv. Determination of membership demographics and program wants and needs.
 - v. Managing insurance claims and insurance investigations.
 - vi. Video recording and photography for personal use, and not commercial gain, by spectators, parents and friends.
 - vii. Video recording and photography for promotional use, marketing and advertising by Lacrosse Canada.
 - viii. Payroll, honorariums, organization insurance and health plans.
- b) Purposes not Identified – Lacrosse Canada shall seek consent from individuals when personal information is used for Commercial Activity not previously identified. This consent will be documented as to when and how it was received.

6. Consent

- a) Consent – Lacrosse Canada shall obtain consent by lawful means from individuals at the time of collection and prior to the use or disclosure of this information. Lacrosse Canada may collect personal information without consent where reasonable to do so and where permitted by law.
- b) Implied Consent – By providing personal information to Lacrosse Canada, individuals are consenting to the use of the information for the purposes identified in this policy.
- c) Withdrawal – An individual may declare to the Privacy Officer in writing to withdraw consent to the collection, use or disclosure of personal information at any time, subject to legal or contractual restrictions. Lacrosse Canada will inform the individual of the implications of such withdrawal.
- d) Legal Guardians – Consent shall not be obtained from individuals who are minors, seriously ill, or mentally incapacitated and therefore shall be obtained from a parent, legal guardian or person having power of attorney of such an individual.
- e) Exceptions for Collection – Lacrosse Canada is not required to obtain consent for the collection of personal information if:
 - i. It is clearly in the individual's interests and consent is not available in a timely way;

- ii. Knowledge and consent would compromise the availability or accuracy of the information and collection is required to investigate a breach of an agreement or contravention of a federal or provincial/territorial law;
 - iii. The information is for journalistic, artistic or literary purposes; or
 - iv. The information is publicly available as specified in the Act.
- f) Exceptions for Use – Lacrosse Canada may use personal information without the individual's knowledge or consent only:
- i. If Lacrosse Canada has reasonable grounds to believe the information could be useful when investigating a contravention of a federal, provincial/territorial or foreign law and the information is used for that investigation;
 - ii. For an emergency that threatens an individual's life, health or security;
 - iii. For statistical or scholarly study or research;
 - iv. If it is publicly available as specified in the Act;
 - v. If the use is clearly in the individual's interest and consent is not available in a timely way; or
 - vi. If knowledge and consent would compromise the availability or accuracy of the information and collection was required to investigate a breach of an agreement or contravention of a federal or provincial law.
- g) Exceptions for Disclosure – Lacrosse Canada may disclose personal information without the individual's knowledge or consent only:
- i. To a lawyer representing Lacrosse Canada;
 - ii. To collect a debt the individual owes to Lacrosse Canada;
 - iii. To comply with a subpoena, a warrant or an order made by a court or other body with appropriate jurisdiction;
 - iv. To a government institution that has requested the information, identified its lawful authority, and indicated that disclosure is for the purpose of enforcing, carrying out an investigation, or gathering intelligence relating to any federal, provincial or foreign law; or that suspects that the information relates to national security or the conduct of international affairs; or is for the purpose of administering any federal or provincial law;

- v. To an investigative body named in the Act or government institution on Lacrosse Canada's initiative when Lacrosse Canada believes the information concerns a breach of an agreement, or a contravention of a federal, provincial, or foreign law, or suspects the information relates to national security or the conduct of international affairs;
- vi. To an investigative body for the purposes related to the investigation of a breach of an agreement or a contravention of a federal or provincial law;
- vii. In an emergency threatening an individual's life, health, or security (Lacrosse Canada must inform the individual of the disclosure);
- viii. For statistical, scholarly study or research;
- ix. To an archival institution;
- x. 20 years after the individual's death or 100 years after the record was created;
- xi. If it is publicly available as specified in the regulations; or
- xii. If otherwise required by law or Lacrosse Canada policy.

7. Limiting Collection, Use, Disclosure and Retention

- a) Limiting Collection, Use and Disclosure – Lacrosse Canada shall not collect, use or disclose personal information indiscriminately. Information collected will be for the purposes specified in this Policy, except with the consent of the individual or as required by law.
- b) Retention Periods – Personal information shall be retained as long as reasonably necessary to enable participation in Lacrosse Canada, to maintain accurate historical records and or as may be required by law.
- c) Destruction of Information – Documents shall be destroyed by way of shredding and electronic files will be deleted in their entirety.

8. Safeguards

- a) Safeguards – Personal information shall be protected by security safeguards appropriate to the sensitivity of the information against loss or theft, unauthorized access, disclosure, copying, use or modification.

9. Breaches

- a) Breaches – Lacrosse Canada is required to report breaches of its security safeguards and any unauthorized disclosure of, or access to, personal information to the Office

of the Privacy Commissioner if the breach, disclosure, or access may pose a “real risk of significant harm” to an individual. A “real risk of significant harm” is defined as: *“Bodily harm, humiliation, damage to reputation or relationships, loss of employment, business or professional opportunities, financial loss, identity theft, negative effects on the credit record and damage to or loss of property”*.

- b) Reporting – Lacrosse Canada will report the breach or unauthorized access or disclosure to the Office of the Privacy Commissioner in the form and format specified by the Office of the Privacy Commissioner or will be subject to financial penalties.
- c) Records and Notification – In addition to reporting the breach or unauthorized access or disclosure, Lacrosse Canada will keep records of the breach and inform affected individuals.

10. Individual Access

- a) Access – Upon written request, and with assistance from Lacrosse Canada, an individual may be informed of the existence, use and disclosure of his or her personal information and shall be given access to that information. Further, an individual is entitled to be informed of the source of the personal information along with an account of third parties to whom the information has been disclosed.
- b) Response – Requested information shall be disclosed to the individual within 30 days of receipt of the written request at no cost to the individual, or at nominal costs relating to photocopying expenses, unless there are reasonable grounds to extend the time limit.
- c) Denial – An individual may be denied access to his or her personal information if the information:
 - i. Is prohibitively costly to provide;
 - ii. Contains references to other individuals;
 - iii. Cannot be disclosed for legal, security, or commercial proprietary purposes; or
 - iv. Is subject to solicitor-client privilege or litigation privilege.
- d) Reasons – Upon refusal, Lacrosse Canada shall inform the individual the reasons for the refusal and the associated provisions of the *Act*.
- e) Identity – Sufficient information shall be required to confirm an individual’s identity prior to providing that individual an account of the existence, use, and disclosure of personal information.

11. Challenging Compliance

- a) Challenges – An individual shall be able to challenge compliance with this Policy and the Act to the designated individual accountable for compliance.
- b) Procedures – Upon receipt of a complaint Lacrosse Canada shall:
 - i. Record the date the complaint is received;
 - ii. Notify the Privacy Officer who will serve in a neutral, unbiased capacity to resolve the complaint;
 - iii. Acknowledge receipt of the complaint by way of telephone conversation and clarify the nature of the complaint within three (3) days of receipt of the complaint;
 - iv. Appoint an investigator using Lacrosse Canada's personnel or an independent investigator, who shall have the skills necessary to conduct a fair and impartial investigation and shall have unfettered access to all relevant file and personnel, within ten (10) days of receipt of the complaint;
 - v. Upon completion of the investigation and within twenty-five (25) days of receipt of the complaint, the investigator will submit a written report to Lacrosse Canada; and
 - vi. Notify the complainant to the outcome of the investigation and any relevant steps taken to rectify the complaint, including any amendments to policies and procedures within thirty (30) days of receipt of the complaint.
- c) Whistleblowing – Lacrosse Canada shall not dismiss, suspend, demote, discipline, harass or otherwise disadvantage any director, officer, employee, trainer, contractor, and other decision-maker within Lacrosse Canada or deny that person a benefit because the individual, acting in good faith and on the basis of reasonable belief:
 - i. Disclosed to the commissioner that Lacrosse Canada has contravened or is about to contravene the Act;
 - ii. Has done or stated an intention of doing anything that is required to be done in order to avoid having any person contravene the Act; or
 - iii. Has refused to do or stated an intention of refusing to do anything that is in contravention of the Act.

12. IP Address

- a) IP Address – Lacrosse Canada does not collect, use or disclose IP Addresses.

CONFIDENTIALITY POLICY

1. Purpose

- a) The purpose of this Policy is to ensure the protection of Confidential Information.

2. Scope and Application

- a) This policy applies to all Representatives.
- b) Confidential Information does not include the following: name, title, business address, work telephone number, or any other information widely available or in the public domain.
- c) Registered Players voluntarily publishing or consenting to the publication of their personal information in a public forum (such as the listing of an email address on a website) forfeit the expectation of confidentiality for that information for as long as it is available publicly.

3. Responsibilities

- a) Representatives will not, either during the period of their involvement/employment with Lacrosse Canada or any time thereafter, disclose, publish, communicate, or divulge to any person or organization any Confidential Information acquired during their period of involvement/employment, unless expressly authorized to do so.
- b) Representatives will not use, reproduce, or distribute Confidential Information without the express written consent of Lacrosse Canada.

4. Intellectual Property

- a) Copyright and any other intellectual property rights for all written material (including material in electronic format or posted on a website) and other works produced in connection with employment or involvement with Lacrosse Canada will be owned solely by Lacrosse Canada, which shall have the right to use, reproduce, or distribute such material and works, in whole or in part, for any purpose it wishes. Lacrosse Canada may grant permission for others to use its intellectual property.
- b) Confidential Information that is intellectual property of Lacrosse Canada will remain the property of Lacrosse Canada and, upon cessation of involvement/employment with Lacrosse Canada, for any reason, or upon request of Lacrosse Canada, Representatives will immediately return this information, as well as copies and reproductions, and any other media containing this information.

5. Enforcement

- a) A breach of any provision in this Policy may be subject to legal recourse, termination of the employment or volunteer position, suspension or expulsion from membership, or sanctions following a complaint filed pursuant to the *Sport Integrity Policy Suite Policy*.

Appendix A – External Operational Policies Definitions

1. Definitions

- a) ***Confidential Information*** – Personal information of Registered Players including but not limited to home address, email address, personal phone numbers, date of birth, financial information, medical information, information submitted as part of a screening process. Additionally, *Confidential Information* also includes information considered to be intellectual property of Lacrosse Canada such as data, proprietary information, membership lists, customer information, business information, and trade secrets.
- b) ***Consequence (C)***
- *Minor* – will have an impact on the achievement of the objective that can be dealt with through small internal adjustments
 - *Moderate* – will have an impact on some aspect of the achievement of the objective that will require changes to strategy or program delivery that may require a delay or increase in cost
 - *Serious* – will significantly impact the achievement of the objective and require additional time, resources, costs, and thought
 - *Catastrophic* – will have a debilitating impact on the achievement of the objective; staff and board need to devote full time resources to managing the situation
- c) ***Likelihood (L)***
- *Unlikely* – less likely to happen than not; occurs every 5-10 years.
 - *Possible* – just as likely to happen as not; occurs once every year.
 - *Probable* – more likely to happen than not; occurs once a month.
 - *Almost certain* – sure to happen; occurs once a week.
- d) ***Registered Player*** – All categories of individual athletes engaged in organized lacrosse activities under the control of, or sanctioned by, Lacrosse Canada or its Members.
- e) ***Representatives*** – Refers to individuals employed by, or engaged in activities on behalf of, Lacrosse Canada. Representatives include, but are not limited to, staff, administrators, committee members, volunteers, and Directors and Officers.
- f) ***Risk*** – The effect of uncertainty on achieving desired outcomes

- g) ***Risk Management*** – An integrated, documented and system-wide process used to identify, assess and treat risks so as to better achieve desired outcomes and reflect the organization's values
- h) ***Significance of a risk*** – The combined ranking of the likelihood of a risk occurring and the consequence should it occur.

Appendix B – Internal Operational Policies Definitions

1. Definitions

- i. **Act** – *Personal Information Protection and Electronics Documents Act* ("PIPEDA")
- ii. **Commercial Activity** – Any particular transaction, act or conduct that is of a commercial character.
- iii. **Diversity** –the presence and integration of a variety of individuals with different personal characteristics, particularly Under-Represented Groups, in a group or organization.
- iv. **Equity** –fairness afforded to individuals with diverse personal characteristics regardless of those characteristics.
- v. **Events** – refers to all events sanctioned and managed directly or indirectly by Lacrosse Canada.
- vi. **IP Address** – A numerical label that is assigned to electronic devices participating in a computer network that uses internet protocol for communication between devices.
- vii. **Inclusion** –acceptance of individuals with diverse personal characteristics into a group or organization regardless of those characteristics.
- viii. **Official Languages** - The Official Languages of Canada are English and French.
- ix. **Personal Information** – any information about an individual that relates to the person's personal characteristics including, but not limited to: gender identity, age, income, home address or phone number, ethnic background, family status, health history, and health conditions.
- x. **Programs** – refers to all sanctioned or endorsed on-going activity run directly by Lacrosse Canada.
- xi. **Registered Player** – All categories of individual athletes engaged in organized lacrosse activities under the control of, or sanctioned by, Lacrosse Canada or its Members.
- xii. **Representatives** – Members, Registered Players, directors, officers, committee members, employees, coaches, officials, officials, managers, trainers, volunteers, administrators, contractors and participants in Lacrosse Canada's events and activities.
- xiii. **Under-Represented Groups** – includes women, individuals who identify as Black, Indigenous, or people of colour (BIPOC), children in low-income families, seniors,

people with disabilities, newcomers to Canada, and members of the LGBTQ community.

B. PROCEDURES

EXTERNAL OPERATIONAL PROCEDURES

MEETINGS OF THE MEMBERS PROCEDURE

General

1. All travel costs to the SAM and AM by delegates will be on a cost-sharing basis.
2. A fee of \$350 will be charged to each Member for all delegates involved in the travel equalization policy, who attend the Meeting of the Members. Delegates above those involved in the travel equalization will be charged \$175 per person to attend. This fee will not be charged for Board of Directors and Lacrosse Canada Steering Group Leads.

Annual Meeting (AM)

3. The AM may be attended by Member representatives and special interest groups. These special interest groups include officials, coaches, players, league representatives and other individuals, groups or agencies involved in or affected by Lacrosse Canada programs.
 - a) The Annual Meeting will be held prior to December 1st of each calendar year.
4. Lacrosse Canada Executive Director, in consultation with the Director Administration and the President, will create an agenda for the AM. The agenda shall include the following:
 - a) Call to Order
 - b) Roll Call of Delegates
 - c) Address by the President
 - d) Approval of Agenda
 - e) Adoption of the Minutes of the previous Annual Meeting
 - f) Auditor's Report and Appointment of Auditor for the Coming Year
 - g) Strategic and Operation Plan Review
 - h) Reports from the Directors, Office Staff and Steering Groups
 - i) Reports from the Member Council
 - j) Reports from Lacrosse Canada's Standing Committees

- k) Notification of Directors Elected by Each Member
 - l) Resolutions requiring ratification of the Members
 - m) Presentation and Approval of the Draft Budget for the Coming Fiscal Year
 - n) Election of Directors
 - o) General or New Business (if necessary).
5. Members, Directors, Committee and Steering Group Leadspersons and Lacrosse Canada Office Staff must submit a report for inclusion the AM package by the deadlines specified by Lacrosse Canada Executive Director.

COMMUNICATION PROCEDURE

1. All correspondence to Lacrosse Canada (including all aspects of Lacrosse Canada business) must be directed to Lacrosse Canada Head Office.
 - a) All pertinent incoming correspondence as determined by Lacrosse Canada Executive Director addressed to Lacrosse Canada or its Directors shall be placed on file at Lacrosse Canada Head Office, with copies distributed as required.
 - b) Any Director receiving or sending correspondence must file a copy with Lacrosse Canada Head Office, preferably at the time of sending.
 - c) All outgoing correspondence will be kept on file if deemed appropriate by Lacrosse Canada Executive Director.
2. Communication with Sport Canada
 - a) Lacrosse Canada Executive Director in consultation with the President will communicate on all policy matters.
 - b) The Director Administration and Lacrosse Canada Executive Director will communicate on operational matters.
 - c) Any Director, Member or anyone else under Lacrosse Canada's jurisdiction who interferes directly, or without prior approval of the President or Directors of Lacrosse Canada, with the financial operation of Lacrosse Canada by dealing directly with the federal minister responsible for Sport Canada or consultant may be subject to discipline.
 - d) Appeal to Sport Canada on funding applications:
 - i. Lacrosse Canada Executive Director will appeal to the Sport Canada Consultant in writing requesting an explanation for Sport Canada decisions.
 - ii. If not satisfactory, a letter will be sent by Lacrosse Canada Executive Director after consultation with the President, to the Sport Canada Consultant requesting a formal meeting between the President, Lacrosse Canada Executive Director, the Sport Canada Consultant and their Supervisor.
 - iii. If the rationale for the decisions is still not satisfactory, then Lacrosse Canada approval from the Lacrosse Canada Board of Directors must be obtained prior to using any appeal process including any informal or political process,
 - iv. This does not deny the right of private individuals to express concerns on any matter to their Member of Parliament.

AWARDS AND HALLS OF FAME PROCEDURE

Lester B. Pearson Award

1. The Lester B. Pearson Award is presented to an individual in recognition of outstanding contributions of sportsmanship and leadership in the game of lacrosse and to the physical and mental development of young Canadians through unselfish dedication as a volunteer.
2. Nominations for the Award must be forwarded in writing to Lacrosse Canada Board of Directors by March 1st. Submissions must include details on how the candidate meets the minimum criteria set out below. Failure to provide the details will result in a rejection of the nomination.
3. If nominated candidates meet the minimum requirements and are not initially selected, their nominations will be automatically reconsidered for a period of four years without the need for resubmission.
4. The following are the minimum criteria for the Award:
 - a) a long term involvement of 10 years or more, at least 5 of which are at a national level, as a volunteer;
 - b) a significant contribution or enhancement or the legacy to the game of lacrosse at the national or international level; and
 - c) promoted a positive image and respect for the game of lacrosse.
 - d) the candidate must be nationally recognized as a major contributor to the game of lacrosse as a volunteer across Canada.
5. The Board of Directors may, by majority vote, approve one recipient of the Award per year.
6. The awarding of the Lester B. Pearson Award shall be announced at the SAM and the recipient shall be presented with the Lester B. Pearson Plaque.

Canadian Sports Hall of Fame

7. It is the responsibility of the Board of Directors to ensure that research and follow-up is conducted yearly for nominees into the Canadian Sports Hall of Fame.
8. It is the responsibility of Lacrosse Canada Head Office to aid this individual in the research portion of the task.

INTERNAL OPERATIONAL PROCEDURES

FINANCE

General

1. Lacrosse Canada subscribes to the philosophy whereby each series, program and project undertaken will be budgeted and self-sufficient in its entirety. In instances wherein the impossibility of financial self-sufficiency is recognized at the outset, budgetary requirements will be prescribed from general revenues.

Budgeting

2. A budget showing estimated revenue and expenses must be prepared by Lacrosse Canada Executive Director.
3. The budget is reviewed and approved by the Board of Directors
4. The budget, as approved, shall dictate how funds will be expended, and where expected revenue will be obtained to operate a financially sound organization.
 - a) Each Committee or Steering Group Leadsperson, in consultation with the appropriate staff person is responsible for operating their respective projects or programs within the framework of the budget. For added clarity, each Leadsperson and staff are responsible for monitoring the expenditures in their respective projects or programs to ensure that they do not exceed the budget, and to ensure funds are spent only in the manner in which they have been designated.
5. Should an expenditure be required that has not been previously approved in the budget, the Lacrosse Canada Executive Director must approve the expenditure prior to it being made.
6. An unbudgeted expenditure of more than \$5,000 must be approved by the Executive Director in advance of the expenditure being incurred.

Revenue and Expenditures - General

7. Lacrosse Canada's income shall be obtained from Member fees, private and public grants, publications, sponsorship, fundraising, and from any other appropriate sources with the approval of the Board of Directors.
8. The Board of Directors has the power to make expenditures for the purpose of furthering the objectives of Lacrosse Canada.
9. All revenue shall be deposited by Lacrosse Canada Staff into the Lacrosse Canada's account at a bank approved by Lacrosse Canada Executive Director and the Director Administration.

10. All revenues collected by another person on behalf of Lacrosse Canada (e.g. for a project or camp operated whereby a Lacrosse Canada staff was not present) must be forwarded with details of who it is from, in the form of cheque or wire transfer to Lacrosse Canada office no later than thirty (30) days following the completion of the event.
11. Lacrosse Canada Executive Director shall authorize all expenditures included in the budget. They will approve any payments of said expenses.
12. All payroll for Lacrosse Canada Office staff will be made in a timely manner.
13. Members shall be invoiced for all fees, levies, products and services provided by Lacrosse Canada. Accounts are payable upon receipt of the invoice.
14. Members with accounts over sixty (60) days in arrears for invoices related to products or services shall be refused further credit until bills are paid and remain on a cash basis until the Executive Director in consultation with Board of Directors feels credit should be reinstated. Accounts that are not paid within sixty (60) days shall be charged interest at the rate of 1.5% per month from the date of the invoice.
15. Members with accounts over sixty (60) days in arrears from the due date for membership fees or levies maybe considered no longer in good standing, in accordance with the Lacrosse Canada bylaws.
16. Credit for purchases of goods and services shall not be extended to non-Members with the exception of submitted purchase orders at the discretion of Lacrosse Canada Executive Director. Goods and services will only be shipped or supplied upon receipt of payment.

Administrative Expenses

17. The Board of Directors may approve certain administrative expenses for identified individuals. All claims in this category require original receipts.
18. Hospitality: There are certain situations in which the President may require reimbursement for reasonable hospitality purposes expenditures to the benefit of Lacrosse Canada. The President may also authorize another Director to make reasonable hospitality expenditures for the benefit of Lacrosse Canada. A detailed receipt must be submitted, with names of who was there, and the reason for the hospitality expense. It will then be determined by the Director of Administration whether this was an acceptable expense.
19. Amounts claimed must not exceed the total limits of approved budgets or amounts additionally authorized by the Board of Directors.

Use of Corporate Credit Cards

20. Lacrosse Canada staff will be holders of the corporate credit card on an as-needed basis. Each card holder will be approved by the Executive Directors.
21. The credit cards shall remain in the possession of the card holder and may be used for all budgeted travel expenses. They may also be utilized for other expenses as approved by Lacrosse Canada Executive Director.
22. Any personal expenses billed to a corporate card shall be charged to the appropriate individual, although personal use is discouraged.

Cash Advances

23. Staff and volunteers may request temporary advances for expenses. These shall be reviewed by Lacrosse Canada Executive Director.
24. All advances are subject to prior approval of eligible expenses, provision of original receipts, and full accounting requirements.
25. If cash is disbursed to another individual from this allotted cash advance, there must be written record of the person who is receiving it, the reason why, a copy of the receipt that they have submitted if applicable, and a signature that the individual has received the amount indicated.
26. If a cash advance is given, the recipient must sign the appropriate documentation to confirm that he has received the advance.
27. Reconciliations for cash advances must be completed and submitted with all back up receipts within 30 days of the final date of the applicable trip or project.

Payment of Expenses by Lacrosse Canada

28. All expense claims must be received by Lacrosse Canada Head Office within thirty (30) days of the event or receipt of the invoice to receive remuneration. Exceptions may be made by the Executive Director or the President in exceptional circumstances where there is a reasonable explanation of the delay. If rejected by the Executive Director or the President, the Board of Directors may approve.
29. The Expense Claim form must be properly completed, indicating the event to which Claim applies. Receipts must be attached. Expenses which are not substantiated by receipts will not be reimbursed, unless approved otherwise by the Executive Director and the President in exceptional circumstances where there are reasonable circumstances for the lack of receipts.

30. All volunteers' claims will be subject to the approval of Lacrosse Canada Executive Director prior to payment and are limited to eligible meetings, clinics, conferences and approved activities.

31. After final approval by the Executive Director, a payment will be issued.

Instructions on Claiming Expenses

32. Expenses must be claimed for each program individually in the name of each individual.

33. Separate claims must be submitted for each activity on the Expense Claim forms provided by Lacrosse Canada.

34. The form is to be completed as fully as possible.

35. Receipts must be submitted for all expenses except meals which are covered through a per diem allocation. All other meals being claimed require a receipt showing the food order details. Expenses which are not substantiated by receipts will not be reimbursed, unless approved otherwise by the Executive Director and the President in exceptional circumstances where there are reasonable circumstances for the lack of receipts.

36. Claims for payment cannot be processed until all receipts are submitted or until all specific requirements relating to the task for which the expenses are incurred are met.

37. Expense claims must be received by Lacrosse Canada Head Office within 30 days following the completion date of the activity. Exceptions may be made by the Executive Director or the President in exceptional circumstances where there is a reasonable explanation for the delay. If rejected by the Director Administration or the President, the Board of Directors may approve.

Meetings and Expenses

38. The payment of expenses for attendance at meetings will be:

- a) limited to those approved by the Board of Directors.
- b) on the approved scale for transportation, meals and per diem allowance as outlined in this section.

39. Members of Lacrosse Canada Committees shall be entitled to claim expenses:

- a) for attendance at all related official meetings of Lacrosse Canada
- b) for costs incurred in the legitimate performance of their duties as budgeted.

40. The Members shall pay all expenses for their Director and any other Delegates to attend the SAM and AM. Expenses related to travel for one director, one Member executive

director and one delegate per Discipline meeting (if applicable) will then be forwarded to the office as per the Travel Equalization policy in this Section.

41. Reimbursement of expenses for the Director Administration and Lacrosse Canada Executive Director shall cover all expenses necessarily incurred in the performance of their duties.
42. Disagreements on expense claims will be dealt with by Lacrosse Canada Executive Director and the Director Administration. If unresolved, the matter will be brought forward to the Board of Directors.

Travel Arrangements and Expenditures

General Guidelines

43. All travel that is the responsibility of Lacrosse Canada will be controlled through Lacrosse Canada Head Office.
44. Lacrosse Canada shall take full advantage of special reduced rates on airlines, sport rates at hotels, corporate discounts on automobile rentals, and any other discounts which may be applicable. Requests must be made with sufficient notice to acquire the best price possible.
45. Receipts are required for all expenditures being claimed, excluding those for ground travel by private motor vehicle and meals.
46. Anyone deciding to extend their stay or change their existing travel arrangements (air and ground) will be required to pay the additional costs.
47. Travelers who are not able to arrive at their final destination before 9:00PM local time, unless by their own choice, will have the following options:
 - a) When traveling to a meeting, they may arrive a day earlier and have their accommodations paid by Lacrosse Canada.
 - b) When returning directly from a meeting to home, the traveler may choose to extend their stay by one (1) day with their accommodations paid by Lacrosse Canada. If flying, the return flight will be booked on the first reasonably scheduled and priced flight.
48. All travel paid for by Lacrosse Canada, is to be booked by Lacrosse Canada and paid for with the corporate card unless agreed to by Lacrosse Canada Executive Director.
49. Unless authorized by the Executive Director, in advance, travel expenses shall only include the expense of travelling to and from the event one time.

Failure to Attend

50. If an authorized individual cannot attend a meeting or event, Lacrosse Canada Head Office must be notified prior to the activity so that flight and hotel reservations can be cancelled.
- a) If an individual authorized to represent a Member at a Lacrosse Canada meeting or event cannot attend or attends only a portion of the meeting or event, and does not provide Lacrosse Canada office with reasonable notification prior to the start of the meeting or event, then that individual's Member will be invoiced for any costs incurred by Lacrosse Canada as a result of the insufficient notice. Extenuating circumstances that would justify an exemption from this policy will be determined on a case by case basis by Lacrosse Canada Director of Administration.
 - b) If a member of the Board of Directors or a Steering Group Lead who is scheduled to attend a Lacrosse Canada meeting or event cannot attend or attends only a portion of the meeting or event, and does not provide Lacrosse Canada office with reasonable notification prior to the start of the meeting or event or reasonable explanation for not fully attending, then the individual will be invoiced for any costs incurred by Lacrosse Canada as a result of the insufficient notice. Extenuating circumstances that would justify an exemption from this policy will be determined on a case by case basis by Lacrosse Canada Director of Administration.
51. After airline tickets have been purchased, two weeks prior to departure, the following rules apply:
- a) if the traveler cancels his trip for reasons other than those excused by the Board of Directors (see below), they will be billed for any cancellation charges;
 - b) if the traveler changes his flight arrangements and a penalty is applicable, they shall be responsible to have the change made and pay the penalty;
 - c) extenuating circumstances in cases of death, a change in requirements or any other bona-fide reason will be considered on an individual basis by the Board of Directors;

Airline Transportation

52. Airline transportation shall be arranged based on the lowest available airfare, but subject to the following:
- a) travel shall be arranged at a time convenient to the traveler, considering meeting period, flight availability, cost of travel, airline, and personal or business commitments of the traveler;
 - b) seat sale fares shall be booked if possible;

- c) the cost of seat selection is not covered as seats can be selected at no charge 24 hours prior to departure;
- d) the charge for one checked bag can be expensed under airline transportation.

Ground Transportation - Own Vehicle

- 53. Lacrosse Canada will pay for travel in a privately owned vehicle at the rate of \$0.40 per kilometer up to the cost of the lowest available airfare at the time of travel (based on pre-booking).
- 54. The total transportation claim including motor vehicle, accommodations and meals for the traveling portion of the trip must not exceed the equivalent of the lowest available airfare at the time of travel (based on pre-booking).
- 55. Persons traveling to the same destination should pool their transportation resources where possible.
- 56. In the case that there is more than one person traveling in the same private motor vehicle, only one person may claim for transportation.

Ground Transportation - Rental Vehicle

- 57. Vehicles may be rented as necessary and as approved by Lacrosse Canada Executive Director.
- 58. The total claim for the vehicle, accommodations and meals for the traveling portion of the trip must not exceed the equivalent of the lowest available airfare at the time of travel (based on pre-booking).
- 59. Payment can be made on the corporate credit card.
- 60. A reasonable amount shall be deducted by the renter for personal use of a rental vehicle while the rental charge is being paid for by Lacrosse Canada.

Other Transportation

- 61. Rail or bus travel must not exceed the equivalent of the lowest available airfare at the time of travel (based on pre-booking).

Accommodation Expenses

62. Hotel/Motel

- a) All accommodations will be booked by or receive prior approval through Lacrosse Canada Head Office.

- b) Accommodations will be billed to Lacrosse Canada, charged to the corporate card, or paid directly to the hotel by the guest.
- c) Anyone making a decision to extend their stay or trip before or after a meeting will be required to pay the additional accommodation costs.

Meals

63. Directors, Lacrosse Canada Discipline Leadspersons, Lacrosse Canada Committee members and Lacrosse Canada Staff will be entitled to a per diem allowance of up to \$60.00 per day based on the following guidelines for partial meeting days or individual meal claims:

- a) Breakfast - \$15.00
- b) Lunch - \$15.00
- c) Dinner - \$30.00

64. Receipts are not required for meals.

65. Persons who are on flights or trains or in hotels which provide meals as part of the service are not eligible to claim those meals as expenses.

66. When possible, upon reasonable notice, Lacrosse Canada Executive Director will bring cash per diems to the meeting for delegates which will only be given out upon confirmation of the individual's travel dates and with a signature showing it was received by the delegate.

67. Outside Canada, reimbursement will be calculated on the basis of \$75.00 per day based on the following guidelines for individual meal claim:

- a) Breakfast - \$15.00
- b) Lunch - \$20.00
- c) Dinner - \$40.00

68. Upon receipt of the per diem the individual must sign off with the person who distributed the funds to confirm that they received the cash. The person distributing the funds must return the signed sheet to Lacrosse Canada office along with any unallocated funds.

Cost Sharing Projects

69. Projects may be operated on a cost-shared basis upon agreement of Lacrosse Canada and the Members.

70. The manner in which costs will be apportioned is as follows:

Total Costs - Available Restricted Funds

Number of Participants

71. The total costs include transportation for all attendees, accommodations, meeting room rental, equipment and supplies for the meeting. It does not include meal allowances for the Member representatives.

Investment Strategy

72. Lacrosse Canada generates two types of income:

- a) Operational Income such as, but not limited, to member fees, sponsorship, donations earmarked for specific projects, interest income, and dividends.
- b) Non-Operational Income such as, but not limited to, donations not earmarked for specific projects.

73. Operational Income is used to finance the short-term requirements of Lacrosse Canada. Accordingly, Operational Income will be invested in liquid investments including money market accounts, term deposits, guaranteed investments certificates, etc. The maximum term of these investments will not exceed 365 days.

74. Non-Operational Income is used to create operating income for Lacrosse Canada. These funds will be invested in a combination of short and long term products to generate positive returns on the investment.

75. Dividends and interest income from investments will accumulate annually from April 1 of one calendar year to March 31st of the next calendar year. The cumulative total of all interest and dividend income will be split 60/40 with 60% being transferred to Operational Income in the following fiscal year and 40% being reinvested as Non-Operational Income.

76. Non-Operational income will be held in a mix of short-term liquid investments and longer term low risk investments. Once the available Non-Operational income reaches \$500,000, the Finance and Audit Committee will seek proposals from Professional Money Managers and present the proposals to the Board of Directors for approval.

77. Investment Strategy on long-term investments will be reviewed by the Board of Directors prior to reinvestment.

SOCIAL MEDIA GUIDELINES

Overview

1. Lacrosse Canada has begun to use social media networking accounts in a way to increase the reach of Lacrosse Canada news and information to all interested parties, which include but is not limited to: members, fans, sport enthusiasts, and supporters. There are two main social media outlets that will be used by Lacrosse Canada: Facebook and X.
2. These guidelines were developed to sit under the framework for Lacrosse Canada's bylaws and/or Regulations to assist Staff, Board and Volunteers with the safe and appropriate use of social media on behalf of Lacrosse Canada, as well as be a complement to any additional policies and codes of conduct implemented by Lacrosse Canada.
3. We recognize the vital importance of participating in online conversations and are committed to ensuring that we participate in online social media the right way. **The Social Media Guidelines have been developed to help empower Lacrosse Canada to participate in this connected world and represent Lacrosse Canada by sharing the vision and mission of our organization and the story of our historic game.**
4. The vision that serves as the basis to all our initiatives is guided by certain shared values that we live by as an organization and as individuals:
 - a) **HEALTH:** provide developmentally-appropriate opportunities to experience fitness, fun and friendship in the fastest game on two feet;
 - b) **EXCELLENCE:** achieve high standards in all aspects of our sport: playing, coaching, officiating, volunteering, managing, leading;
 - c) **ACCOUNTABILITY:** operate with integrity and transparency, accepting responsibility for outcomes and results;
 - d) **RESPECT:** unite communities by embracing inclusion, accessibility and diversity; and
 - e) **TEAMWORK:** achieve more working together in a climate of collaboration and trust.
5. Social media enables people and organizations to share opinions, insights and experiences on the web using tools to connect, interact and maintain and develop relationships. Social media is about connecting and engaging with members, fans, followers and supporters. Both the Facebook and X accounts are measurable, to which the user(s), in this case Lacrosse Canada, can identify how many people follow the organization's accounts.

6. Both forms of social media that Lacrosse Canada utilizes are used to engage the audience. Creating awareness, generating interest, and increasing the visibility of Lacrosse Canada should absolutely be the primary objectives when using these accounts. Social media is an opportunity for an organization to connect and network with its fans and followers.
7. Facebook can provide Lacrosse Canada with multiple channels for community outreach. Facebook can be used to highlight an organization's news and highlights, inform their followers or "fans" on Facebook with up to date information. Lacrosse Canada can highlight the organization's recent activity, post links to related stories already posted on Lacrosse Canada website or other related websites. It can also share photo albums and videos. Facebook allows for Lacrosse Canada to operate and manage "groups" as well - groups allow Lacrosse Canada to post/share information to specific members (ex. 2012 U19 Men's Field group page allows for only members of the team to view and post information - this allowed for another method of sharing important team information outside of emails and conference calls).
8. X provides an opportunity to interact with individuals, groups and provide conversations and member interactions. X can be used to highlight an organization's news and highlights informing Lacrosse Canada's "followers". The user(s) can only post messages and links to Lacrosse Canada website or any other lacrosse related story. Messages must be 140 characters or less. Photos and videos can be linked as well.
9. Using Lacrosse Canada's social media accounts effectively will include but will not limit to
 - a) Add value to consumers, the sport industry, and the organization
 - b) Communicate with respect, professionalism, and courtesy
 - c) Provide insight, expertise, and relevant conversation
 - d) Communicate ethically and morally in support of the organization's professional goals

Compliance

10. Non-compliance with these guidelines may be considered as misconduct, harassment, discrimination, or in certain circumstances contravention of the law.
11. Those who fail to comply with these guidelines may be disciplined under Lacrosse Canada policy.

Definitions

12. Social Media is content created by people using highly accessible and scalable publishing technologies. Social media is distinct from traditional media, such as newspapers, television, and film. Social media comprises relatively inexpensive and accessible tools that enable anyone (even private individuals) to publish or access information.

13. Social Media may include (but is not limited to):

- a) Social networking sites (ex. Facebook, LinkedIn)
- b) Video and photo sharing websites (ex. YouTube, TikTok)
- c) Blogs, including corporate and personal blogs
- d) Blogs hosted by media outlets (ex. comments posted to news stories)
- e) Micro-blogging (ex. X, BlueSky)
- f) Forums, discussion boards and groups
- g) Video or podcasting
- h) Online multiplayer gaming platforms (ex. World of Warcraft, Second Life)
- i) Instant messaging (including text messaging)

General Guidelines

14. **Transparency** in every social media engagement. Lacrosse Canada does not condone manipulating the social media flow by creating "fake" destinations and posts designed to mislead followers and control a conversation. Every Website, "fan page", or other online destination that is ultimately managed by Lacrosse Canada must make that fact known.

15. **Respect** of copyrights, trademarks, rights of publicity, and other third-party rights in the online social media space, including with regard to user-generated content (UGC). When in doubt, please contact admin@lacrosse.ca

16. **Utilization** of best practices, listening to the online community, and compliance with applicable regulations to ensure that this Social Media Guidelines remains current and reflect the most up-to-date and appropriate standards of behaviour.

17. **Guidance for navigating legal issues.** The following is offered as general guidance to assist Lacrosse Canada in complying with the obligations set out in these guidelines.

- a) **Privacy, confidentiality and information security.** Lacrosse Canada will **not** publish or report on conversations or information that is deemed confidential or classified or deals with matters that are internal in nature. Lacrosse Canada's *Privacy Policy* applies.
- b) **Copyright.** Lacrosse Canada will respect copyright laws and fair use of copyrighted material and attribute work to the original author/source wherever possible.

- 18. **Harassment and bullying.** Lacrosse Canada's *Code of Conduct and Ethics* applies online and in the physical workplace. Workplace bullying and harassment includes any bullying or harassing comments employees make online, even on their own private social networks or out of office hours.
- 19. Abusive, harassing, threatening or defaming postings are in breach of Lacrosse Canada's *Code of Conduct and Ethics*. Lacrosse Canada may result in disciplinary action being taken.
- 20. All participants of the game are expected to treat each other with respect and dignity and must
- 21. **Defamation.** Lacrosse Canada will not publish material that may cause injury to another person, organization, association or company's reputation, and should seek further guidance if publication of such material is thought to be necessary.
- 22. **Offensive or obscene material.** Material may be offensive or obscene and may infringe relevant online classification laws if it is pornographic, sexually suggestive, harassing, hateful, racist, sexist, abusive or discriminatory.

Social Media Activities

- 23. Lacrosse Canada respects the rights of its participants of the game and its authorized contractors to use blogs and other social media tools not only as a form of self-expression, but also as a means to further Lacrosse Canada's awareness.
- 24. It is important that all participants of the game are aware of the implications of engaging in forms of social media and online conversations that reference Lacrosse Canada and/or the representative's relationship with Lacrosse Canada and its brand, and that they recognize when Lacrosse Canada might be held responsible for their behaviour.

Professional Use Of Social Media

Our Expectations for Professional Behaviour in Social Media

Becoming Authorized To Use, Post And Comment

- a) Before using Lacrosse Canada's social media accounts you must be a representative of the organization.
- b) You may not use, post or comment as a representative of the organization unless you are **authorized** to do so.

Rules Of Engagement

Once authorized to use, post and comment as an organization's representative, you must:

- a) disclose you are an employee/contractor of the organization, and use only Lacrosse Canada's designated social media accounts
- b) disclose and comment only on information classified as public domain information
- c) ensure that all content published is accurate and not misleading
- d) ensure you are not the first to make an announcement (unless specifically given permission to do so)
- e) comment only on your area of expertise and authority
- f) ensure comments are respectful of the community in which you are interacting online
- g) adhere to the Terms of Use of the relevant social media platform/website, as well as copyright, privacy, defamation, contempt of court, discrimination, harassment and other applicable laws, and Lacrosse Canada's *Privacy Policy*.
- h) if applicable, remove material that is offensive, obscene, defamatory, threatening, harassing, bullying, discriminatory, hateful, racist, sexist, infringes copyright, constitutes a contempt of court, breaches a Court suppression order, or is otherwise unlawful

If you are authorized to comment as an organization's representative, you must not:

- a) post or respond to material that is offensive, obscene, defamatory, threatening, harassing, bullying, discriminatory, hateful, racist, sexist, infringes copyright, constitutes a contempt of court, breaches a Court suppression order, or is otherwise unlawful

- b) use or disclose any confidential or secure information
- c) make any comment or post any material that might otherwise cause damage to Lacrosse Canada's reputation or bring it into disrepute.

C. COMMITTEES AND STEERING GROUPS

General

The Board of the Directors of Lacrosse Canada is empowered, in its bylaws, to create standing and ad-hoc committees that support the operation and function of the organization. Committees have certain powers depending on what the Board delegates to each group.

A standing committee is established once by the Board and is actively maintained and consulted. Standing committees usually have dedicated Terms of Reference (how the committee operates and what the committee does) which are reviewed by the Board. Standing committees of Lacrosse Canada are Nominations, Governance and Ethics, and Audit and Finance.

Lacrosse Canada also has discipline Disciplines in Box Lacrosse, Men's Field Lacrosse, Women's Field Lacrosse and Sixes. These Disciplines have technical authority over the activities and development of the disciplines.

Each committee group needs a Lead, who is the individual who runs the meetings of the group. The Lead of each committee and committee and Steering Group is typically appointed by the Board.

The number of committee members can vary depending on the importance and role of the committee. Importantly, committee members do not need to be Directors or Members of the organization. The Audit and Finance Committee might be composed of some individuals who are not directly affiliated with the organization but have skills or experience in financial matters that could benefit the operation of the committee.

Standing committees meet regularly at the call of the Lead. A standing committee may meet irregularly – such as once a week during the season and not at all during the off-season. Some committees may need to meet on a snap basis. Like meetings of the Board, meetings of committees and Steering Groups can be held by electronically, telephone call or by email, in addition to face-to-face.

During meetings, the Lead will guide the discussion and steer members to making decisions. Decisions are made by majority vote. Quorum is a majority of committee members, unless otherwise stated. Committees and Steering Group are not granted the ability to commit Lacrosse Canada to major plans of action – such as incurring debt or determining a strategic plan for the organization. In these cases, the committee recommends a course of action and the Board would decide whether to accept the recommendation.

Ad-Hoc Committees

The Board may also establish ad-hoc committees. Lacrosse Canada refers to ad-hoc committees as Steering Groups. These Steering Groups are established to accomplish a certain task or fulfil a temporary role. Steering Groups might not have Terms of Reference so much as they will have a specific mandate from the Board to complete a task.

Steering Groups also usually have an expiration date (a specified date, or upon the completion of the Steering Group's task) but may be re-created by the Board as necessary.

Steering Groups may be composed of individuals who can best help the Steering Groups accomplish its task. Steering Groups meetings are likely be more frequent than standing committees, but they would follow a similar structure.

Empowering committees and Steering Group

Standing Committees and Steering Groups are given certain powers. Once a committee is struck and empowered, the Board will take a reduced role in the involvement and instead trust the group to handle its own operation.

The Board can ensure the committees run smoothly by requiring them to have Terms of Reference, which can be created and approved by the Board. The Terms of Reference (TORs) should typically describe:

- a) Mandate – a broad statement of what the committee is empowered to do
- b) Key duties – the specific tasks of the committee
- c) Authority – the decisions the committee is empowered to make
- d) Composition – the number of committee members and how they are appointed
- e) Meetings – how many meetings of the committee, who chairs the meetings
- f) Resources – what the Board will provide the committee (i.e., staff support or financial resources)
- g) Reporting – who the committee reports to (usually the Board or a specific Director)
- h) Approval and Review – who approves the TOR and how often it is reviewed

Lacrosse Canada has prepared a template for Committee and Steering Group Terms of Reference.

Template Committee or Steering Group Terms of Reference

	[insert Committee or Steering Group name]
Mandate	The [name] Committee or Steering Group is a Standing Committee or Steering Group of the Board of Lacrosse Canada. It is responsible for [mandate]. It is an advisory Committee or Steering Group. Its decisions and recommendations are not binding upon any Member or upon Lacrosse Canada.
Key Duties	The Committee or Steering Group will perform the following key duties: • [insert key duties]
Authority	The Committee or Steering Group will exercise its authority in accordance with the bylaws and additional provisions as are set out in these Terms of Reference or as otherwise provided by the Board. The Committee or Steering Group, with approval from the Board, may establish sub-committee or Steering Groups or Task Forces to deal with specific issues in relation to the mandate of the Committee or Steering Group.
Composition	The Committee or Steering Group will be composed of [insert composition of Committee or Steering Group, indicate the Chair, and list preferred/required skills of Committee or Steering Group members] Members of the Committee or Steering Group will serve terms of two years, which may be renewed by the Board. The Board may remove any member of the Committee or Steering Group at any time, for any reason.
Meetings	The Committee or Steering Group will meet by telephone, by electronic means or in person, as required. Each member of the Committee or Steering Group will have one vote, including the Chair Meetings will be at the call of the Lead.

Resources	The Committee or Steering Group may receive the necessary resources from Lacrosse Canada to fulfill its mandate, subject to the approval of the Board. The Committee or Steering Group may, from time to time, receive administrative support from Lacrosse Canada.
Reporting	Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented by the Lead. Status reports will be delivered to the Board on a quarterly basis, or as requested by the Board
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Committee or Steering Group as required.
Other	[insert other notes specific to the Committee or Steering Group]

Terms of Reference – Indigenous Development Steering Group

Name	Indigenous Development Steering Group
Mandate	The Indigenous Development Steering Group is a Steering Group of the Board of Lacrosse Canada. It is responsible for assisting the Board of Lacrosse Canada in fulfilling its strategic priority and responsibility to ensure inclusion of Indigenous peoples in the sport of lacrosse, development of Indigenous-specific programming, education and promotion of the historical significance of Indigenous ancestry and contributions to the sport of lacrosse. It is a Steering Group and its decisions and recommendations are not binding upon any Member or upon Lacrosse Canada.
Key Duties	The Indigenous Development Steering Group will perform the following key duties: • Advise the Board of Lacrosse Canada of activities, opportunities, programming and events that further Lacrosse Canada’s strategic priorities with regard to Indigenous development. • Determine the adequacy of Lacrosse Canada’s policies and communications to appropriately and responsibly include Indigenous peoples and communities. • Review Lacrosse Canada’s Member policies and communications to appropriately and responsibly include Indigenous peoples and communities and provide advice, assistance and recommendations. • Ensure that all Members are tracking the Indigenous status of athletes, coaches and officials and reporting and changes in participation numbers to Lacrosse Canada. • Propose participation-based and educational programming to the Board of Lacrosse Canada for consideration. • Develop strategic partnerships with other organizations, such as Indigenous associations and funding agencies. • Create and maintain a resource list available to all Lacrosse Canada members including but not limited to: community champions, cultural facilitators, literature, etc.

	• Access and expose as many Indigenous communities as possible to the sport of lacrosse. • Create a strategic plan to further increase the participation numbers of Indigenous peoples and communities. • Develop, update and educate the entire lacrosse community on cultural sensitivity. • Such additional duties as may be delegated to the Committee by the Board from time to time. The Indigenous Development Steering Group will have the authority to conduct meetings and to retain strategic partnerships with the approval of the Board of Directors and upon approved and allocated budgetary expense of Lacrosse Canada.
Authority	The Indigenous Development Steering Group will exercise its authority in accordance with the bylaws and additional provisions as are set out in these Terms of Reference or as otherwise provided by the Board. The Indigenous Development Steering Group, with approval from the Board, may establish sub-Steering Groups to deal with specific issues in relation to the mandate of the Indigenous Development Steering Group.
Composition	The Indigenous Steering Group will be lead by the Indigeous Director from the Board, or an individual appointed by the President. Each project team will consist of 5 to 7 members, selected based on relevant expertise. Team Members may include: Coaches, Players, Officials and Representatives from two Members. Team members will be chosen by the Board or Staff to ensure a balanced representation of perspectives and knowledge, supporting collaborative and informed decision-making. Team Members of the Indigenous Development Steering Group will serve terms of two years, which may be renewed by the Board. The Board may remove any member of the Indigenous Development Steering Group at any time, for any reason.
Meetings	The Indigenous Development Steering Group will meet by telephone, by electronic means or in person, as required. Information will be collected,

	and the project will be presented to the Canada Lacrosse Board of Directors for approval. Meetings will be at the call of the Lead
Resources	The Indigenous Development Steering Group may receive the necessary resources from the Lacrosse Canada to fulfill its mandate, subject to the approval of the Board. The Indigenous Development Steering Group may, from time to time, receive administrative support from Lacrosse Canada.
Reporting	Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented by the Indigenous Director. Status reports will be delivered to the Board on a quarterly basis, or as requested by the Board.
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Indigenous Development Steering Group as required.
Other	[insert other notes specific to the Indigenous Development Steering Group]

Terms of Reference – Box Discipline Steering Group

Name	Box Discipline Steering Group
Mandate	The Box Discipline Steering Group is a Steering Group of Lacrosse Canada. It is responsible for providing technical guidance and recommendations to the Board for the discipline of Box Lacrosse and for supporting its activities and development in alignment with Lacrosse Canada’s mission, strategic direction, priorities, and policy framework. Any decisions and recommendations are not binding upon any Member of upon Lacrosse Canada.
Key Duties	The Box Discipline Steering Group will perform the following key duties: • Support and monitor the implementation of Lacrosse Canada’s Strategic Plan and annual Operational Plans as they relate to Box Lacrosse. • Make recommendations on technical matters including policies, rules and regulations related to Box Lacrosse to Lacrosse Canada’s Board of Directors. • Ensure monitoring of Box Lacrosse games for compliance with Lacrosse Canada’s policies, procedures, regulations and standards. • Determine ratings for each team sent by a Member to a National Championship or Competition. • Monitor eligibility, releases, negotiation lists, transfers, and possible tampering with players in the Discipline. • Oversee the application of minimum coaching standards in Box lacrosse. • Collaborate with, and provide input to, any of Lacrosse Canada’s Operating Committees to fulfill related key duties.
Authority	The Box Discipline Steering Group will exercise its authority in accordance with the bylaws and additional provisions as are set out in these Terms of Reference or as otherwise provided by the Board.

	The Box Discipline Steering Group, with approval from the Board, may establish sub-steering groups to deal with specific issues in relation to the mandate of Box Discipline Steering Group.
Composition	The Box Steering Group Leads will consist of two Co-Leads (Major & Minor) appointed by the Board or Executive Director. Each project team will consist of 5 to 7 members, selected based on relevant expertise. Members may include: Coaches, Players, Officials and Representatives from two Members. Team members will be chosen by the Board or Staff to ensure a balanced representation of perspectives and knowledge, supporting collaborative and informed decision-making. Members of the Box Discipline Steering Group will serve terms of two years, which may be renewed by the Board. The Board may remove any member of the Box Discipline Steering Group at any time, for any reason.
Meetings	The Box Discipline Steering Group will meet by telephone, by electronic means or in person, as required. Meetings will be at the call of the Lead.
Resources	The Box Discipline Steering Group may receive the necessary resources from Lacrosse Canada to fulfill its mandate, subject to the approval of the Board. The Box Discipline Steering Group may, from time to time, receive administrative support from Lacrosse Canada.
Reporting	Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented by the Steering Group lead. Status reports will be delivered to the Board on a quarterly basis, or as requested by the Board.
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Box Discipline Steering Group as required.

Other	Any provisions of Lacrosse Canada's bylaws as they relate to Box Discipline Steering Group will also apply. [insert other notes specific to the Box Discipline Steering Group]
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Terms of Reference – Men’s Field Discipline Steering Group

Name	Men's Field Discipline Steering Group
Mandate	The Men's Field Discipline is a Steering Group of the Board of Lacrosse Canada. It is responsible for providing technical guidance and recommendations to the Board for the champion of Box Lacrosse and for supporting its activities and development in alignment with Lacrosse Canada’s mission, strategic direction, priorities, and policy framework. The decisions and recommendations of the Steering Group are not binding upon any Member or upon Lacrosse Canada.
Key Duties	The Men’s Field Discipline Steering Group will perform the following key duties: • Support and monitor the implementation of Lacrosse Canada’s Strategic Plan and annual Operational Plans as they relate to Men’s Field Discipline Lacrosse. • Make recommendations on technical matters including policies, rules and regulations related to Men’s Field Lacrosse to the Lacrosse Canada Board of Directors. • Ensure monitoring of Men's Field games for compliance with Lacrosse Canada’s policies, procedures, regulations and standards. • Determine ratings for each team sent by a Member to a National Championship or Competition. • Monitor eligibility, releases, negotiation lists, transfers, and possible tampering with players in the Discipline. • Oversee the application of minimum coaching standards in Men's Field lacrosse. • Work in conjunction with, and provide input to, any of Lacrosse Canada’s Operating Committees to fulfill related key duties.
Authority	The Men’s Field Discipline Steering Group will exercise its authority in accordance with the bylaws and additional provisions as are set out in these Terms of Reference or as otherwise provided by the Board.

	The Men's Field Discipline Steering Group may establish sub-steering groups to deal with specific issues in relation to the mandate of the Men's Field Discipline Steering Group.
Composition	The Men's Field Discipline Steering Group Lead will be appointed by the Board or Executive Director. Each project team will consist of 5 to 7 members, selected based on relevant expertise. Members may include: Coaches, Players, Officials and Representatives from two Members. Team members will be chosen by the Board or Staff to ensure a balanced representation of perspectives and knowledge, supporting collaborative and informed decision-making. Members of the Men's Field Discipline Steering Group will serve terms of two years, which may be renewed by the Board. The Board may remove any member of the Men's Field Discipline Steering Group at any time, for any reason.
Meetings	The Men's Field Discipline Steering Group will meet by telephone, by electronic means or in person, as required. Meetings will be at the call of the Lead.
Resources	The Men's Field Discipline Steering Group may receive the necessary resources from Lacrosse Canada to fulfill its mandate, subject to the approval of the Board. The Men's Field Discipline Steering Group may, from time to time, receive administrative support from Lacrosse Canada.
Reporting	Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented by the Steering Group lead. Status reports will be delivered to the Board on a quarterly basis, or as requested by the Board.
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Men's Field Discipline Steering Group as required.
Other	Any provisions of the Lacrosse Canada's bylaws as they relate to Men's Field Discipline Steering Group will also apply.

Terms of Reference – Women’s Field Discipline Steering Group

Name	Women's Field Discipline Steering Group
Mandate	The Women's Field Discipline Steering Group is a Steering Group of the Board of Lacrosse Canada. It is responsible for the technical authority over the discipline of Women's Field Lacrosse and manage the discipline’s activity and development in accordance with the Lacrosse Canada’s mission, strategic direction, priorities and policy framework. it’s the decisions and recommendations of the Steering Group are not binding upon any Member or upon Lacrosse Canada.
Key Duties	The Women’s Field Discipline Steering Group will perform the following key duties: • Support and monitor the implementation of Lacrosse Canada’s Strategic Plan and annual Operational Plans as they relate to Women’s Field Discipline Lacrosse. • Make recommendations on technical matters including policies, rules and regulations related to Women’s Field Lacrosse to Lacrosse Canada’s Board of Directors • Ensure monitoring of Women's Field games for compliance with Lacrosse Canada's policies, procedures, regulations and standards. • Determine ratings for each team sent by a Member to a National Championship or Competition. • Monitor eligibility, releases, negotiation lists, transfers, and possible tampering with players in the Discipline. • Oversee the application of minimum coaching standards in Women's Field lacrosse. • Collaborate with, and provide input to, any of Lacrosse Canada’s Operating Committees to fulfill related key duties.
Authority	The Women’s Field Discipline Steering Group will exercise its authority in accordance with the bylaws and additional provisions as are set out in these Terms of Reference or as otherwise provided by the Board. The Women’s Field Discipline Steering Group may establish sub-steering groups to deal with specific issues in relation to the mandate of the Women’s Field Discipline Steering Group.
Composition	The Women’s Field Steering Group Lead will be appointed by the Board or Executive Director. Each project team will consist of 5 to 7 members,

	selected based on relevant expertise. Members may include: Coaches, Players, Officials and Representatives from two Members. Team members will be chosen by the Board or Staff to ensure a balanced representation of perspectives and knowledge, supporting collaborative and informed decision-making. Members of the Women's Field Discipline Steering Group will serve terms of two years, which may be renewed by the Board. The Board may remove any member of the Women's Field Discipline Steering Group at any time, for any reason.
Meetings	The Women's Field Discipline Steering Group will meet by telephone, by electronic means or in person, as required. Meetings will be at the call of the Lead.
Resources	The Women's Field Discipline Steering Group may receive the necessary resources from Lacrosse Canada to fulfill its mandate, subject to the approval of the Board. The Women's Field Discipline Steering Group may, from time to time, receive administrative support from the National Office.
Reporting	Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented by the Steering Group lead. Status reports will be delivered to the Board on a quarterly basis, or as requested by the Board
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Women's Field Discipline Steering Group as required.
Other	Any provisions of the Lacrosse Canada's bylaws as they relate to Women's Field Discipline Steering Group will also apply.

Terms of Reference – Sixes Discipline Steering Group

Name	Sixes Discipline Steering Group
Mandate	The Sixes Discipline Steering Group is a Steering Group of the Board of Lacrosse Canada. It is responsible for providing technical guidance and recommendations to the Board for the discipline of Box Lacrosse and for supporting its activities and development in alignment with Lacrosse Canada’s mission, strategic direction, priorities, and policy framework. The decisions and recommendations of the Steering Group are not binding upon any Member or upon Lacrosse Canada.
Key Duties	The Box Discipline Steering Group will perform the following key duties: • Support and monitor the implementation of Lacrosse Canada’s Strategic Plan and annual Operational Plans as they relate to Sixes Lacrosse. Operational Plans as they relate to Sixes Lacrosse. • Make recommendations on technical matters including policies, rules and regulations related to Sixes Lacrosse to Lacrosse Canada’s Board of Directors • Ensure monitoring of Sixes games for compliance with Lacrosse Canada's policies, procedures, regulations and standards. • Determine ratings for each team sent by a Member to a National championship or Competition. • Monitor eligibility, releases, negotiation lists, transfers and possible tampering with players in the Discipline • Oversee the application of minimum coaching standards in Sixes. • Work in conjunction with, and provide input to, any of Lacrosse Canada's Operating • Committees to fulfill related key duties.
Authority	The Sixes Discipline Steering Group will exercise its authority in accordance with the bylaws and additional provisions as are set out in these Terms of Reference or as otherwise provided by the Board.

	The Sixes Discipline Steering Group may establish sub-steering groups to deal with specific issues in relation to the mandate of the Sixes Discipline Steering Group.
Composition	The Sixes Steering Group Lead will be appointed by the Board or Executive Director. Each project team will consist of 5 to 7 members, selected based on relevant expertise. Members may include: Coaches, Players, Officials and Representatives from two Members. Team members will be chosen by the Board or Staff to ensure a balanced representation of perspectives and knowledge, supporting collaborative and informed decision-making. Members of the Sixes Discipline Steering Group will serve terms of two years, which may be renewed by the Board. The Board may remove any member of the Sixes Discipline Steering Group at any time, for any reason.
Meetings	The Sixes Discipline Steering Group will meet by telephone, by electronic means or in person, as required. Meetings will be at the call of the Lead.
Resources	The Sixes Discipline Steering Group may receive the necessary resources from Lacrosse Canada to fulfill its mandate, subject to the approval of the Board. The Sixes Discipline Steering Group may, from time to time, receive administrative support from Lacrosse Canada.
Reporting	Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented by the Steering Group lead. Status reports will be delivered to the Board on a quarterly basis, or as requested by the Board.
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Sixes Discipline Steering Group as required.

Other	Any provisions of the Lacrosse Canada’s bylaws as they relate to Sixes Discipline Steering Group will also apply. [insert other notes specific to the Committee or Steering Group]
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Terms of Reference – Coaches Steering Group

Name	Coaches Steering Group
Mandate	The Coaches Steering Group is Steering Group of the Board of Lacrosse Canada. It is responsible for the guidance and direction of the Lacrosse Canada's National Coaches Certification Program (NCCP), which is the recognized national standard for coach training and certification in Canada, delivered through NCCP workshops that are designed to meet the needs of all types of coaches. The decisions and recommendations of the Steering Group are not binding upon any Member or upon Lacrosse Canada.
Key Duties	The Coaches Steering Group will perform the following key duties: • Advise the Board of Lacrosse Canada on budget matters relating to coaching development. • Support Lacrosse Canada staff with the development of technical materials for coaches. In conjunction with Lacrosse Canada staff, establish priorities and conduct overall program planning for coaching development across the sport. • Assist with the delivery of recommended minimum standards of coach certification and annually submit these recommendations to the Disciplines. Assist with the delivery of recommended minimum standards of coach certification and annually submit these recommendations to the Disciplines. • Assist with the training of Master Learning Facilitators (MLFs) who meet minimum standards for MLFs outlined by NCCP policies. • Communicate with MLFs and coaching coordinators from Members. • Assist Members with the development of program delivery. • Assist with registration of coaches within the Lacrosse Canada. • Submit recommendations to the Disciplines related to coach development, certification, and program delivery. • Ensure the training of Master Learning Facilitators (MLFs) who meet minimum standards for MLFs outlined by NCCP policies.

	• Communicate with MLFs and coaching coordinators from Members. • Assist Members with the development of program delivery. • Oversee registration of coaches within the Lacrosse Canada. • Submit recommendations to the Disciplines related to coach development, certification, and program delivery. The Lacrosse Canada NCCP is based upon the belief that every athlete deserves a certified coach. The Lacrosse Canada is committed to enhancing the effectiveness of all levels of coaching and coaches in each of the Disciplines.
Authority	The Coaches Steering Group will exercise its authority in accordance with the bylaws and additional provisions as are set out in these Terms of Reference or as otherwise provided by the Board. The Coaches Steering Group, with approval from the Board, may establish sub-steering groups to deal with specific issues in relation to the mandate of the Coaches Steering Group.
Composition	The Coaches Steering Group Lead will be appointed by the Board or Executive Director. Each project team will consist of 5 to 7 members, selected based on relevant expertise. Members may include: Coaches, Players, Officials and Representatives from two Members. Team members will be chosen by the Board or Staff to ensure a balanced representation of perspectives and knowledge, supporting collaborative and informed decision-making Members of the Coaches Steering Group will serve terms of two years, which may be renewed by the Board. The Board may remove any members of the Coaches Steering Group at any time, for any reason.
Meetings	The Coaches Steering Group will meet by telephone, by electronic means or in person, as required. Meetings will be at the call of the Lead.

Resources	The Coaches Steering Group may receive the necessary resources from the Lacrosse Canada to fulfill its mandate, subject to the approval of the Board. The Coaches Steering Group may, from time to time, receive administrative support from Lacrosse Canada.
Reporting	Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented by the Steering Group lead. Status reports will be delivered to the Board on a quarterly basis, or as requested by the Board.
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Coaches Steering Group as required.
Other	Any provisions of the Lacrosse Canada's bylaws and Regulations as they relate to Coaches Steering Group will also apply. [insert other notes specific to the Committee or Steering Group]

Terms of Reference – Officials Steering Group

Name	Officials Steering Group
Mandate	The Officials Steering Group is a Steering Group of the Board of Lacrosse Canada. It is responsible for the guidance and direction of the National Officiating Certification Program (NOCP), which is a comprehensive system of theoretical, technical, and practical information that is intended to provide the basic skills and proficiencies to officiate lacrosse in Canada. The decisions and recommendations of the Steering Group are not binding upon any Member or upon Lacrosse Canada.
Key Duties	The Officials Steering Group will perform the following key duties: • Support Lacrosse Canada staff with the development of technical materials for Officials. • Assist with the delivery of recommended minimum standards of official certification and annually submit these recommendations to the Disciplines. • Maintain the goals of the NOCP which are: • Recruit new officials • Develop the abilities of existing officials • Standardize the methods and techniques of officiating • Offer recognition for achievements • Assist Members with the development of program delivery. • Assist Lacrosse Canada staff (technical) with registration of officials within Lacrosse Canada • Submit recommendations to the Disciplines related to officials development, certification, and program delivery.

Authority	The Officials Steering Group will exercise its authority in accordance with the bylaws and additional provisions as are set out in these Terms of Reference or as otherwise provided by the Board. The Officials Steering Group, with approval from the Board, may establish sub-steering groups to deal with specific issues in relation to the mandate of the Officials Steering Group.
Composition	The Officials Steering Group Lead will be appointed by the Board or Executive Director. Each project team will consist of 5 to 7 members, selected based on relevant expertise. Members may include: Coaches, Players, Officials and Representatives from two Members. Team members will be chosen by the Board or Staff to ensure a balanced representation of perspectives and knowledge, supporting collaborative and informed decision-making Members of the Officials Steering Group will serve terms of two years, which may be renewed by the Board. The Board may remove any member of the Officials Steering Group at any time, for any reason.
Meetings	The Officials Steering Group will meet by telephone, by electronic means or in person, as required. Meetings will be at the call of the Lead.
Resources	The Officials Steering Group may receive the necessary resources from Lacrosse Canada to fulfill its mandate, subject to the approval of the Board. The Officials Steering Group may, from time to time, receive administrative support from Lacrosse Canada.
Reporting	Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented by the Steering Group lead. Status reports will be delivered to the Board on a quarterly basis, or as requested by the Board
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Officials Steering Group as required.

Other	Any provisions of the Lacrosse Canada’s bylaws and Regulations as they relate to the Officials Steering Group will also apply. [insert other notes specific to the Committee or Steering Group]
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Terms of Reference – Long Term Athlete Development (“LTAD”) Steering Group

Name	LTAD Steering Group
Mandate	The LTAD Steering Group is a Steering Group of the Board of Lacrosse Canada. It is responsible for leading and advising the Lacrosse Canada and its partners in the development of a Long-Term Athlete Development Plan for Lacrosse and for the development of new programs, events and/or projects that will foster developmentally-appropriate opportunities in the sport of Lacrosse. The decisions and recommendations of the Steering Group are not binding upon any Member or upon Lacrosse Canada.
Key Duties	The LTAD Steering Group will perform the following key duties: • Prepare plans for LTAD integration and implementation for lacrosse in Canada, with the intent to support the optimal preparation of athletes in all LTAD stages. • Determine annually whether any proposed policy, program or rule revisions that are technical in nature and required for alignment with LTAD will be submitted to the appropriate Discipline and to submit proposed program and rule revisions to the appropriate Discipline in writing. • Provide input as requested to the Board of Directors in furtherance of policies on LTAD. • Align the Lacrosse Canada’s NCCP materials with the Lacrosse Canada’s LTAD plan. • Liaise with the Members on all issues relating to LTAD. • Liaise with other Committees on issues of mutual concern. • Report on progress on a regular basis through its Meeting Minutes or communications to the Lacrosse Canada Board. • Prepare an LTAD plan for athletes with a disability. • Prepare a Long Term Officials Development Plan. • Perform such additional tasks as may be delegated to the Committee by the Board from time-to-time.

Authority	The LTAD Steering Group will exercise its authority in accordance with the bylaws and additional provisions as are set out in these Terms of Reference or as otherwise provided by the Board. The LTAD Steering Group, with approval from the Board, may establish sub-steering groups to deal with specific issues in relation to the mandate of the LTAD Steering Group.
Composition	The LTAD Steering Group Lead will be appointed by the Board or Executive Director. Each project team will consist of 5 to 7 members, selected based on relevant expertise. Members may include: Coaches, Players, Officials and Representatives from two Members. Team members will be chosen by the Board or Staff to ensure a balanced representation of perspectives and knowledge, supporting collaborative and informed decision-making. Members of the LTAD Steering Group will serve terms of two years, which may be renewed by the Board. The Board may remove any member of the LTAD Steering Group at any time, for any reason.
Meetings	The LTAD Steering Group will meet by telephone, by electronic means or in person, as required. Meetings will be at the call of the Lead.
Resources	The LTAD Steering Group may receive the necessary resources from Lacrosse Canada to fulfill its mandate, subject to the approval of the Board. The LTAD Steering Group may, from time to time, receive administrative support from Lacrosse Canada.
Reporting	Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented by the Steering Group lead. Status reports will be delivered to the Board on a quarterly basis, or as requested by the Board.
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the LTAD Steering Group as required.

Other	The provisions of the Lacrosse Canada’s bylaws and Regulations as they relate to the LTAD Steering Group will also apply. [insert other notes specific to the Committee or Steering Group]
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Terms of Reference – National Championships Steering Group

Name	National Championships Steering Group
Mandate	The National Championships Steering Group is a Steering Group of the Board of Lacrosse Canada. Its role is to provide leadership, guidance, and expertise to oversee the successful planning and delivery of all National Championships, in partnership with respective National Championships host committees as selected by the Lacrosse Canada. It is a Steering Group and its decisions and recommendations are not binding upon any Member or upon Lacrosse Canada.
Key Duties	The National Championships Steering Group will perform the following key duties: • Recommend policies, standards and guidelines to govern all aspects of all National Championships. • Coordinate with Lacrosse Canada National Championship Coordinator: • To review winning bids for each National Championships • Assist in the appointment of Lacrosse Canada Convenors for each National Championship • Assist in the appointment of Lacrosse Canada RIC for each National Championship, in consultation with the Host Member and the Lead of the Officiating Steering Group • Ensure that all policies, rules and guidelines pertaining to the delivery of all National Championships are adhered to by Host Committees. • Assist with evaluations of each National Championships and provide this report to the current host, to future hosts, the Board, and to Lacrosse Canada staff. • Liaise with Steering Groups and other Lacrosse Canada Committees, as directed by National Championship Coordinator • Perform such additional tasks as may be assigned to the Steering Group by the Board, or Lacrosse Canada staff

Authority	The National Championships Steering Group will exercise its authority in accordance with the bylaws and additional provisions as are set out in these Terms of Reference or as otherwise provided by the Board. The National Championships Steering Group, with approval from the Board, may establish sub-Steering Groups to deal with specific issues in relation to the mandate of the National Championships Steering Group.
Composition	The National Championship Steering Group Lead will be appointed by the Board or Executive Director. Each project team will consist of 5 to 7 members, selected based on relevant expertise. Members may include: Coaches, Players, Officials and Representatives from two Members. Team members will be chosen by the Board or Staff to ensure a balanced representation of perspectives and knowledge, supporting collaborative and informed decision-making Members of the National Championships Steering Group will serve terms of two years, which may be renewed by the Board. The Board may remove any member of the National Championships Steering Group at any time, for any reason.
Meetings	The National Championships Steering Group will meet by telephone, by electronic means or in person, as required. Meetings will be at the call of the Lead.
Resources	The National Championships Steering Group may receive the necessary resources from Lacrosse Canada to fulfill its mandate, subject to the approval of the Board. The National Championships Steering Group may, from time to time, receive administrative support from Lacrosse Canada.
Reporting	Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented by the Steering Group lead. Status reports will be delivered to the Board on a quarterly basis, or as requested by the Board.

Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the National Championships Steering Group as required.
Other	Any provisions of the Lacrosse Canada’s bylaws and Regulations as they relate to the National Championships Steering Group will also apply. [insert other notes specific to the Committee or Steering Group]

Terms of Reference – Safety and Equipment Steering Group

Name	Safety and Equipment Steering Group
Mandate	The Safety and Equipment Steering Group is a Steering Group of the Board of Lacrosse Canada. It is responsible for making recommendations to the Lacrosse Canada on policies, standards, regulations and guidelines to promote safety in the sport of lacrosse. It also reviews lacrosse equipment and recommends whether such equipment should be approved for use in Lacrosse Canada sanctioned activities. It is a Steering Group and its decisions and recommendations are not binding upon any Member or upon Lacrosse Canada.
Key Duties	The Safety and Equipment Steering Group will perform the following key duties: • Review existing and new lacrosse equipment on the sporting goods market. • Make recommendations to manufacturers on possible changes to their equipment. • Meet annually to draft and propose policies, procedures and rules related to equipment and safety for consideration by the Disciplines and Board. • Liaise with testing agencies, such as the Canadian Standards Association and National Operating Committee on Standards for Athletic Equipment.
Authority	The Safety and Equipment Steering Group will exercise its authority in accordance with the bylaws and additional provisions as are set out in these Terms of Reference or as otherwise provided by the Board. The Safety and Equipment Steering Group, with approval from the Board, may establish sub-steering groups to deal with specific issues in relation to the mandate of the Safety and Equipment Steering Group.
Composition	The Safety and Equipment Steering Group Lead will be appointed by the Board or Executive Director. Each project team will consist of 5 to 7 members, selected based on relevant expertise. Members may include:

	Coaches, Players, Officials and Representatives from two Members. Team members will be chosen by the Board or Staff to ensure a balanced representation of perspectives and knowledge, supporting collaborative and informed decision-making Members of the Safety and Equipment Steering Group will serve terms of two years, which may be renewed by the Board. The Board may remove any member of the Safety and Equipment Steering Group at any time, for any reason.
Meetings	The Safety and Equipment Steering Group will meet by telephone, by electronic means or in person, as required. Meetings will be at the call of the Lead.
Resources	The Safety and Equipment Steering Group may receive the necessary resources from Lacrosse Canada to fulfill its mandate, subject to the approval of the Board. The Safety and Equipment Steering Group may, from time to time, receive administrative support from Lacrosse Canada.
Reporting	Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented by the Lead. Status reports will be delivered to the Board on a quarterly basis, or as requested by the Board.
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Safety and Equipment Steering Group as required.
Other	Any provisions of the Lacrosse Canada's bylaws and Regulations as they relate to the Safety and Equipment Steering Group will also apply. [insert other notes specific to the Committee or Steering Group]

Terms of Reference – Canada Games Steering Group

Name	Canada Games Steering Group
Mandate	The Canada Games Steering Group is a Steering Group of the Board of Lacrosse Canada. It is responsible for assisting the Board of Directors and the Box Discipline of Lacrosse Canada in providing direction on, and assisting in fulfilling, the multi-provincial Canada Games obligations. The decisions and recommendations of the Steering Group are not binding upon Lacrosse Canada.
Key Duties	The Canada Games Steering Group will perform the following key duties: • Monitor and ensure that the Canada Games Technical package is being fulfilled • Provide assistance and information to all provincial lacrosse organizations to ensure that the Canada Games Technical package is being fulfilled and provide direction when necessary. • Provide direction and assist the Technical Representative in fulfilling their duties • Develop and implement policies and criteria for selection of athletes in abidance with the Canada Games Consensus statement for lacrosse, coaches in abidance with CAC coaching requirements for Canada Games, and officials in abidance with Lacrosse Canada National Championship policies. • Determine ratings for each team sent by a province to the Canada Summer Games • Monitor player eligibility of all athletes in keeping with Canada Games eligibility criteria. • Exchange information and best practices between provincial lacrosse organizations in preparation for Canada Games. • Liaise with all provinces on all issues related to the Canada Games

	• Liaise with the Lacrosse Canada Board of Directors, Lacrosse Canada Technical Coordinator and the Lacrosse Canada Box Discipline on all issues related to the Canada Games. • The Lacrosse Canada Technical Coordinator will communicate and be the main point of contact between the Committee and the provinces. • The Lacrosse Canada Technical Coordinator will communicate and be the main point of contact between the Lacrosse Canada and the Canada Games Council • The Lacrosse Canada Technical Coordinator will communicate and be the main point of contact between the Lacrosse Canada and the Canada Games Host Committee. • Perform such additional duties and tasks as may be delegated to the Committee by the Lacrosse Canada Board of Directors or the Lacrosse Canada Box Discipline.
Authority	The Canada Games Steering Group will exercise its authority in accordance with the bylaws and additional provisions as are set out in these Terms of Reference or as otherwise provided by the Board. The Canada Games Steering Group, with approval from the Board, may establish sub-steering groups to deal with specific issues in relation to the mandate of the Canada Games Steering Group.
Composition	The Canada Games Steering Group Lead will be the Lacrosse Canada Technical Coordinator. Each project team will consist of 5 to 7 members, selected based on relevant expertise. Members may include: Coaches, Players, Officials and Representatives from two Members. Team members will be chosen by the Board or Staff to ensure a balanced representation of perspectives and knowledge, supporting collaborative and informed decision-making Members of the Canada Games Steering Group will serve terms of two years, which may be renewed by the Board. The Board may remove any member of the Canada Games Steering Group at any time, for any reason.

Meetings	The Canada Games Steering Group will meet by telephone, by electronic means or in person, as required. Each member of the Canada Games Steering Group will have on vote, including the Lead. Meetings will be at the call of the Lead.
Resources	The Canada Games Steering Group may receive the necessary resources from Lacrosse Canada to fulfill its mandate, subject to the approval of the Board. The Canada Games Steering Group may, from time to time, receive administrative support from Lacrosse Canada.
Reporting	Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented by the Canada Games Steering Group lead. Status reports will be delivered to the Board on a quarterly basis, or as requested by the Board
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Canada Games Steering Group as required.
Other	[Insert other notes specific to the Steering Group]

Terms of Reference – Gender Equity Steering Group

Name	Gender Equity Steering Group
Mandate	The Gender Equity Steering Group is a committee of Lacrosse Canada. It is responsible for providing guidance and recommendations to the Lacrosse Canada Board of Directors. It will also provide them with comprehensive research, information and recommendations intended to achieve gender equity in the sport of lacrosse in Canada. Gender equity is the process of allocating resources fairly and addressing any imbalances in the benefits available to people of different genders. The decisions and recommendations of the Steering Group are not binding upon any Member or upon Lacrosse Canada.
Key Duties	The Gender Equity Steering Group will perform the following key duties: • Find strategies to actively engage female-identifying and non-binary participants in the sport of lacrosse, in all applicable Disciplines. • Provide education and information on gender equity in an effort to engage all participants in advocating for organizational changes necessary to reach gender equity in lacrosse. This includes the use of surveys as a strategy for information gathering. • Work on further corrections to policy and governance to incorporate a gender equity lens into existing Lacrosse Canada policies. • Recommend changes in removing barriers that currently prevent access to coaching opportunities for female-identifying and non-binary coaches. • Recommend changes in removing barriers that currently prevent access to officiating opportunities for female-identifying and non-binary officials. • Help establish programming and create mentorship and leadership opportunities for female-identifying and non-binary participant groups in all Disciplines. • Help address recruitment of female-identifying and non-binary leaders to board positions at all levels and in all participant groups

	with a goal to improve board composition and achieve equal representation at all levels. • Recommend ways to create inclusion and access that make the sport of lacrosse welcoming to participants of all sexes and genders. • Consider equitable access to sport, including the barriers there are to growing female-identifying participation, including financial barriers, for underserved groups (included but not limited to BIPOC, LGBTQIA2S+, those with disabilities, religious minorities, immigrants, and low-income participants). • Recommend and set priorities on tasks identified to address gender equity, in conjunction with the Disciplines. • Communicate gender equity education, research and program support to Members (and assist in informing them of any funding opportunities to progress gender equity). • Generate resources and promotional material to assist Members with program delivery to achieve gender equity. • Consider national, and related international, issues that prevent achieving gender equity. • Report regularly to the Lacrosse Canada Board of Directors • Act as a resource and assist with concerns, advocate for equal opportunities related to gender. • Provide information and research to the Lacrosse Canada Board to identify and illustrate the benefits of achieving gender equity in lacrosse. The Gender Equity Steering Group will have the authority to conduct meetings and to retain strategic partnerships with the approval of the Board of Directors and upon approved and allocated budgetary expenses of Lacrosse Canada.
Authority	The Gender Equity Steering Group will exercise its authority in accordance with the bylaws and additional provisions as are set out in these Terms of Reference or as otherwise provided by the Board. The Gender Equity Steering Group, with approval from the Board, may

	establish sub-committee or Steering Groups or Task Forces to deal with specific issues in relation to the mandate of the Gender Equity Steering Group.
Composition	The Gender Equity Steering Group Lead will be appointed by the Board or Executive Director. Each project team will consist of 5 to 7 members, selected based on relevant expertise. Members may include: Coaches, Players, Officials and Representatives from two Members. Team members will be chosen by the Board or Staff to ensure a balanced representation of perspectives and knowledge, supporting collaborative and informed decision-making Members of the Gender Equity Steering Group will serve terms of two years, which may be renewed by the Board. The Board may remove any member of the Gender Equity Steering Group at any time, for any reason.
Meetings	The Gender Equity Steering Group will meet by telephone, by electronic means or in person, as required. Each member of the Gender Equity Steering Group will have one vote, including the Lead. Meetings will be at the call of the Lead.
Resources	The Gender Equity Steering Group may receive the necessary resources from Lacrosse Canada to fulfill its mandate, subject to the approval of the Board. The Gender Equity Steering Group may, from time to time, receive administrative support from Lacrosse Canada.
Reporting	Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented by Gender Equity Steering Group lead. Status reports will be delivered to the Board on a quarterly basis, or as requested by the Board

Approval	The Board will review these Terms of References on a regular basis, with input from the Gender Equity Steering Group as required.
Review	[insert other notes specific to the Gender Equity Steering Group]