



LOWER ISLAND SOCCER ASSOCIATION

POLICIES

July 31, 2023



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## INTRODUCTION

### DOCUMENT LAYOUT

This document contains the Lower Island Soccer Association (LISA) policies.

These policies guide the LISA Board of Directors, LISA staff, and LISA Members.

The policies are divided into five sections:

- Board Governance;
- Executive Director Responsibilities;
- Human Resource Management;
- Financial Management;
- Administrative; and
- Operational Policies.

This document is available on the LISA website (<https://www.lowerislandsoccer.com/>), or by contacting the Executive Director at [executivedirector@lowerislandsoccer.com](mailto:executivedirector@lowerislandsoccer.com) .

### VERSION HISTORY

The LISA Board regularly reviews and updates its policies.

LISA releases a new version when changes affect the entire document. The new version is shown in the history table below. Revisions and updates affecting individual policies are shown in a version history within each policy and do not require a new version release.

The version date is the date the LISA Board approved the new document.

VERSION	APPROVAL DATE	SUMMARY OF UPDATES MADE
1	March 2021	Original Document
2	March 2023	Document Formatting, revisions to policies 110, 119
3	April 2023	Addition of policy 120 (DEIC Committee)
4		Incorporation of operational policies



## PART 1 - BOARD GOVERNANCE

### POLICY 100: APPROACH

POLICY APPROVAL HISTORY DATES	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

#### Policy Statement

The Lower Island Soccer Association (LISA) carries out its functions in accordance with their approved policies.

#### Description

The policies align with:

- provincial legislation; and
- the Constitution and Bylaws.

If any part of a policy conflicts with:

- legislation, the legislation is correct and the policy will need to be changed; or
- the bylaws, the bylaws prevail until they are changed.

The LISA Board can add, change or remove a policy.

If there is no policy to cover an urgent situation, the Board may use its discretion.

If the Board considers that the situation may recur, they may develop a policy for future guidance.



**POLICY 101: DEFINITIONS**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

Definitions in the *Societies Act* and the Lower Island Soccer Association (LISA) bylaws apply to the policies.

LISA defines words used in the policies that have meanings specific to the Society.

**Guidelines**

**“LISA Members”** means Full Members, Provisional Full Members, Affiliate Members, and Honorary Members as defined in the bylaws.

**“LISA Members (delivery)”** means the Members who provide soccer activities (i.e., Full Members, Provisional Full Members, and Auxiliary Members), which can be referred to as a group or individually;

**“LISA Member participants”** means the Member’s board, staff, players, teams, and volunteers who participate in the Member’s sanctioned activities (see below);

**“LISA participants”** means all participants from the LISA society including the LISA Board, LISA Board Committees, LISA Advisory bodies, LISA staff, LISA Members, and volunteers;

**“LISA sanctioned activities”** means all activities undertaken by LISA participants related to the governance, management, and operation of LISA as a society;

**“LISA Member sanctioned activities”** means all activities undertaken by LISA Members related to the governance, management, and operation of the organization where the organization is in full control of the activity;

**“Other participants”** means any participant present t LISA-sanctioned soccer activities who are not affiliated with a LISA Member.

**POLICY 102: POLICY FRAMEWORK**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) Board develops, approves, applies and communicates policies to ensure that practices are consistent across LISA.

**Guidelines**

All LISA policies will:

- be developed in line with applicable legislation and the LISA constitution and bylaws;
- reflect the LISA mission, vision and values;
- be congruent with those of senior organizations governing soccer;
- be approved by the board; and
- signed by the board chair on behalf of the board.

The LISA policies:

- describe the principles that the board uses to govern itself and to provide governance oversight to the society;
- describe the division of authority and responsibility of the board, committees of the board, and the Executive Director; and address:
  - Board Governance 100 series;
  - Executive Director responsibilities 200 series;
  - Financial Governance 300 series;
  - Human Resources Governance 400 series;
  - Administrative Policies 500 series; and
  - Operating Policies 600 series.<sup>1</sup>

**Policy Development**

The Board will:

- develop policies as required;
- review each new policy one year after initial approval;
- review all policies on a cyclical basis so that each policy is reviewed at least once every three to five years;
- ensure that the policy intent, scope and application are clear and communicated;
- ensure that the policies are easily understood by the intended audience;
- establish policies in four stages:
  - planning including need identification and plan development;
  - development including research, drafting, and recommendation to the Board;
  - approval by the Board; and
  - implementation and communication.

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<sup>1</sup> LISA Operating Policies are published separately from this document.





The Executive Director will:

- ensure that all policies are posted on the website; and
- post messages about newly approved or changed policies.



**POLICY 103: POLICY FORMAT**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) policies are in a consistent format so that they are consistent, complete and easy to read.

**Guidelines**

Policies will:

- be written in simple, non-technical language; and
- follow a consistent format.

**Policy Template**

All policies will include:

- a header with the policy number, the first digit of which indicates the policy section; and
- policy title; in the body, as appropriate, the
- policy statement describing the policy content and intent;
- scope outlining any limits to the policy and any conditions under which it will be reviewed or rescinded;
- guidelines on how the policy is to be applied;
- procedures that must be followed; and
- other information
  - a policy approval table showing the:
    - date of original policy;
    - date of latest update to policy; and
    - date of last policy review (where no updates were required).

**Policy Implementation**

Policies will:

- be implemented by the Board Chair or Executive Director as appropriate; and
- be supported by procedures where required.



**POLICY 104: TAKING OFFICE**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

All Lower Island Soccer Association (LISA) directors must declare each year that they meet the qualifications to be a director and swear an oath upon taking office.

**Guidelines**

**Declaration of Qualification**

Before being elected or appointed to the Board, each director must review sign a Consent to Stand for Appointment Declaration (see Form 1 below) attesting that they are qualified to be a director. Thereafter, each director continuing to serve on the Board must sign a Continuing Ability to Serve Declaration Form (see Form 2 below) attesting that they continue to be qualified.

The Nominations Committee will:

- ensure that the nominees sign the declaration form;
- provide one copy to the nominee; and
- place one copy on file.

**Oath of Office**

Each director must swear an Oath of Office (see Form 3 below) at the start of the Board meeting following:

- initial election or appointment to the Board; and
- each subsequent election or appointment to a new term of office.

The Board Chair or Treasurer can administer the oath. The Officer administering the oath and the director:

- must sign and date two copies of the Oath of Office;
- will each receive a copy of the signed document.

The Secretary:

- will keep the organization’s copy.



## Form 1. Consent to Stand for Appointment Declaration

This is a summary of the requirements and rights of being a Director. We have provided it to you to help you make an informed decision on accepting appointment to the Lower Island Soccer Association (LISA) Board of Directors (the Board). You can find more detailed information in the bylaws and in Policy 104, Taking Office.

Here is what will be expected from you as a Director and what you can expect from LISA.

You must *always* act:

- in compliance with the *Societies Act*;
- in support of the Purpose in the LISA constitution;
- in accordance with LISA bylaws and policies; and
- in the best interest of LISA.

You must meet the qualifications to be a Director as specified in the bylaws:

- when you are appointed to serve on the Board; and
- while you serve on the Board:

You will work with the rest of the Board to:

- set the direction for LISA;
- establish and maintain LISA governance, administrative and operational policies; and
- oversee the management of LISA's activities and affairs.

You will:

- be prepared for general, board and committee meetings;
- attend the meetings;
- participate in the discussions; and
- fully support decisions once they have been made.

You will serve until the earliest of when:

- your term ends;
- you resign;
- you are deemed to have resigned; or
- you are removed from the Board.

If you are or may be in a conflict of interest position, you:

- will immediately inform the Board;
- may be asked to provide more information to the Board;
- must not act in any way to influence the discussion or vote; and
- will not vote on the matter.

If you are found to be in a conflict of interest position, you:

- will pay an amount equal to any profit you made unless after disclosure, the contract or transaction was approved by:
  - a Board resolution, or
  - a special resolution by the members.

You will:

- not be paid for your services as a Director; but
- will be reimbursed for reasonable costs you incur when carrying out your duties as a Director.



LISA will provide:

- liability insurance to pay for all reasonable costs of a legal proceeding or investigative action if you.
  - acted honestly and in good faith;
  - relied on information that comes from what should be a reliable source; and
  - exercised the care, diligence and skill that a reasonably prudent individual would exercise in comparable circumstances.

LISA will also provide:

- indemnification insurance to cover costs if you are taken to court for your actions except if you:
  - don't act in accordance with all applicable legislation; or
  - you are found to be negligent or in default, breach of duty or breach of trust.

Declaration

I declare that I:

- have been nominated by a Member of the Lower Island Soccer Association;
- am a member in good standing of that LISA Member;
- am not serving on their Board of Directors;
- understand what is required of me if I am elected as a director;
- understand what I can expect from the LISA if I become a director; and
- will act accordingly.
- meet the qualifications for a director in the *Societies Act*.
  - have not been declared by any court to be unfit to manage my own affairs;
  - am not an undischarged bankrupt;
  - have not been convicted of an offense related to the promotion, formation or management of an organization or if I have been convicted, at least five years have elapsed since:
    - the suspension of sentence period and no sentence was passed;
    - a fine was imposed;
    - the term of imprisonment was concluded;
    - any probationary period was concluded; or
  - have been convicted but granted a pardon, and
  - meet the requirements in LISA's bylaws.

I consent to be nominated to serve as a Director of the Lower Island Soccer Association.

Name	
Signature	
Date	



## Form 2. Continuing Eligibility to Serve Declaration

In order to continue serving on the Lower Island Soccer Association (LISA) Board of Directors, you must remain qualified in accordance with the *Societies Act* and the LISA Bylaws. By signing this form, you are declaring that you continue to meet the eligibility requirements. You are also indicating that you understand what continues to be required from you as a director and LISA's commitments to you as a director. Here is what will continue to be expected from you as a Director and what you can continue to expect from LISA.

You will continue to *always* act:

- in compliance with the *Societies Act*;
- in support of the Purpose in the LISA constitution;
- in accordance with LISA bylaws and policies; and
- in the best interest of LISA.

You continue to meet the qualifications to be a Director as specified in the bylaws:

- when you are appointed to serve on the Board; and
- while you serve on the Board:

You will continue to work with the rest of the Board to:

- set the direction for LISA;
- establish and maintain LISA governance, administrative and operational policies; and
- oversee the management of LISA's activities and affairs.

You will continue to:

- be prepared for general, board and committee meetings;
- attend the meetings;
- participate in the discussions; and
- fully support decisions once they have been made.

You will serve until the earliest of when:

- your term ends;
- you resign;
- you are deemed to have resigned; or
- you are removed from the Board.

If you are or may be in a conflict of interest position, you:

- will immediately inform the Board;
- may be asked to provide more information to the Board;
- must not act in any way to influence the discussion or vote; and
- will not vote on the matter.

If you are found to be in a conflict of interest position, you:

- will pay an amount equal to any profit you made unless after disclosure, the contract or transaction was approved by:
  - a Board resolution, or
  - a special resolution by the members.

You will:

- not be paid for your services as a Director; but



- will be reimbursed for reasonable costs you incur when carrying out your duties as a Director.

LISA will continue to provide:

- liability insurance to pay for all reasonable costs of a legal proceeding or investigative action if you.
  - acted honestly and in good faith;
  - relied on information that comes from what should be a reliable source; and
  - exercised the care, diligence and skill that a reasonably prudent individual would exercise in comparable circumstances.

LISA will also provide:

- indemnification insurance to cover costs if you are taken to court for your actions except if you:
  - don't act in accordance with all applicable legislation; or
  - you are found to be negligent or in default, breach of duty or breach of trust.

Declaration

I declare that I continue to:

- be a member in good standing of that LISA Member;
- not be serving on their Board of Directors;
- understand what is required of me as a director;
- understand what I can expect from the LISA as a director; and
- act accordingly.
- meet the qualifications for a director in the *Societies Act*.
  - have not been declared by any court to be unfit to manage my own affairs;
  - am not an undischarged bankrupt;
  - have not been convicted of an offense related to the promotion, formation or management of an organization or if I have been convicted, at least five years have elapsed since:
    - the suspension of sentence period and no sentence was passed;
    - a fine was imposed;
    - the term of imprisonment was concluded;
    - any probationary period was concluded; or
    - have been convicted but granted a pardon, and
  - meet the requirements in LISA's bylaws.

I declare the above to be true as I continue to serve as a Director of the Lower Island Soccer Association.

Name	
Signature	
Date	



**Form 3. Oath of Office**

I make the following commitment as a director on the Lower Island Soccer Association (LISA) Board.

I will always act:

- in the best interest of the Association;
- honestly; and
- in good faith.

I confirm that I understand:

- the governing framework - legislation, constitution, bylaws, and policies;
- the roles and division of responsibilities between the Board, board committees, and Executive Director; and
- that as a director, I am accountable to the Members.

I understand the:

- Association’s mission, vision and values;
- importance of supporting the Association’s purpose;
- contexts within which the Association operates; and
- importance of meeting the standards expected of the Association.

I will:

- work for the Association on a voluntary basis;
- prepare for and attend general, board, and committee meetings;
- devote additional time outside of meetings as required; and
- be a strong ambassador for the Association.

I will:

- work collaboratively, keeping the broader perspective of the Association foremost;
- think strategically, focusing on the long-term and broader perspective; and
- provide tactical oversight while separating policy governance from operational delivery;

I will:

- exercise the care, diligence and skill that a reasonably prudent individual would exercise in comparable circumstances;
- be discreet and maintain confidentiality;
- set aside personal interests in favour of the Association;
- participate in the discussions, sharing my knowledge and experience;
- communicate the perspective of that part of the membership assigned to me;
- rely only on information that comes from what I believe to be a reliable source;
- focus on outcomes for the Association as a whole; and
- fully support decisions once they have been made.

I will inform the board:

- if I no longer meet the qualifications to be a director; and
- if I am or may be in a conflict of interest position.

Name	
Signature	





Date

**POLICY 105: CODE OF CONDUCT**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

All Lower Island Soccer Association (LISA) directors, committee members and employees must act in accordance with the letter and spirit of the governing legislation, in particular, the BC *Societies Act*, and the governance framework, and in support of LISA’s vision, values and principles.

**Guideline**

The BC *Societies Act* states that all directors must:

- meet the qualifications required by the legislation and the bylaws;
- act honestly and in good faith;
- act in support of the purpose and in the best interest of the society;
- exercise the care, diligence and skill of a reasonably prudent person; and
- comply with all laws relating to the duties or liabilities of a director of a society.

Within that framework, directors, committee members and employees will:

- act in a way that brings credit to LISA; and
- behave within social standards of courtesy, respect, and dignity.

Directors, committee members and employees:

- will support policies that are or will be beneficial; and
- will ensure that the information and data they use in communication is up-to-date, complete and accurate.

The directors, committee members and employees will not:

- favour or show preference to any class of members or subset of members to the detriment of any other members;
- take any action or place themselves in any situation that could harm LISA’s integrity or reputation;
- create the impression that they are acting on LISA’s behalf when they speak or act as private persons;
- express any opinions on LISA’s behalf that are inconsistent with LISA policies and positions;
- offer, solicit or accept any item or service that a reasonable person could consider to be an improper benefit or influence; and
- accept any item worth more than a token amount.

In carrying out their duties, directors and committee members will:

- prepare for and regularly attend meetings;
- participate in and support the Board’s democratic process;
- declare any material conflict of interest in a matter under discussion;



- freely express their views but make all recommendations and decisions in LISA's best interests; and
- uphold and speak as with one voice about Board decisions.



**POLICY 106: CONFLICT OF INTEREST**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

Lower Island Soccer Association (LISA) directors, committee members, and employees must immediately disclose any situation that is or could be seen as a conflict of interest.

**Guideline**

A “conflict of interest” means any situation where a director or Executive Director has a direct or indirect personal material interest in a contract or transaction or any matter under consideration that materially conflicts with that director’s duty or interest as a director.

This is taken to mean that there is a concern that:

- the person’s private or personal interest could be incompatible with LISA’s interests; and
- as a result of a person’s interest, he or she may not be able to carry out their duties in the best interests of the society.

Directors, committee members, employees and volunteers must inform the Board Chair or Executive Director, as appropriate, in writing if there is or could be a conflict of interest.

If the conflict of interest relates to a discussion or motion at a committee, Board or general meeting:

- the person will discuss the issue with the meeting Chair before the meeting;
- if they agree that there is or could be a conflict:
- the meeting Chair will declare the conflict at the start of the meeting; and
- the person will leave the meeting while the topic is addressed.

if they do not agree that there is or could be a conflict of interest:

- the meeting Chair will call an in-camera meeting of those who are entitled to vote;
- the person can speak to the situation but must leave before the issue is discussed;
- the person will not vote on whether or not there is an actual or potential conflict; and
- the decision of those who are entitled to vote is final.

If the conflict of interest relates to an action that could be or has been taken by an employee:

- the issue will be raised to the Executive Director;
- the Executive Director will inform the Board of the issue and its resolution; and
- the Board will resolve the issue if it affects the Executive Director.

Action will be taken against anyone who contravenes this policy. The Board can:

- revoke membership;
- remove an elected or appointed director;
- remove a committee member; and
- take disciplinary action against the Executive Director, up to and including dismissal for cause.



The Executive Director can:

- take disciplinary action against the employee, up to and including dismissal for cause.



**POLICY 107: GOVERNANCE NON-COMPLIANCE**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

Lower Island Soccer Association (LISA) Members must adhere to LISA policies and Board decisions in order for LISA to carry out the Purpose in a consistent manner.

**Guidelines**

The Board will investigate all instances where there are concerns that a LISA Member or Members has acted or is acting in a way that is:

- not in support of LISA’s Purpose as stated in the constitution;
- not consistent with LISA’s best interests;
- not in compliance with the LISA Bylaws, LISA policies and / or Board decisions; or
- contrary to the Service Agreement between the Board and the Presidents’ Advisory Council

The Board will:

- notify the Member(s) that they are required to meet with the Board;
- inform them in the notice of the concerns;
- give the Member(s) a minimum of five days’ notice of the date of the Board meeting;
- meet with the Member(s) to review the concerns; and
- will inform the Member(s) of their findings; and

If the allegations are found, the Board:

- will provide a deadline for any required corrective action;
- may apply any or all of the following sanctions:
  - financial penalty up to \$1000 per occurrence;
  - suspension;
  - suspension or removal from any or all cup competitions and provincially sanctioned events;
  - prohibition on out of province travel and play;
  - forfeiture of all points from league play; and
  - suspension from league play.
- reserves to the right to apply these sanctions:
  - individually or in combination; and
  - in an escalating manner if the situation is not rectified to their satisfaction.

The Member(s) may appeal the decision to the Full Members at a special general meeting called for that purpose.

**POLICY 108: HUMAN RIGHTS PROTECTION**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) abides by the *Canadian Charter of Rights and Freedoms*, and the British Columbia *Human Rights Code* (the Code), *Civil Rights Protection Act*, and *Multiculturalism Act*. LISA supports the principles of diversity, equity and inclusion and reflects these in the operational policies<sup>2</sup>.

**Guideline**

LISA is committed to fostering a climate of understanding and mutual respect where everyone is equal in dignity and rights.

LISA will:

- adhere to the policies established by superior bodies;
- take active steps to prevent harassment and discrimination prohibited by legislation;
- identify and eliminate persistent patterns of inequality;
- not tolerate any behaviour that may reasonably be considered to cause offence or humiliation; and
- investigate all allegations of a breach of this policy and if warranted, take appropriate corrective action.

The investigations will be conducted by the Board Chair or the Executive Director as appropriate.

The Board Chair and Executive Director, as appropriate, will make all Directors, volunteers, members, and employees aware of this policy.

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<sup>2</sup> 600 series of policies.

**POLICY 109: IN CAMERA MEETINGS**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Board of Directors will meet *in camera* where the subject to be discussed and / or any related decisions require privacy and / or confidentiality protection.

**Guidelines**

*In camera* meetings are held 'in private' and the related documents are not made public.

Unless specifically excluded under the Conflict of Interest policy, the following may attend an *in camera* meeting:

- anyone who would normally attend the meeting; and
- anyone invited by the Board Chair on the advice of the Executive Committee.

The Board will meet *in camera* to discuss items that:

- are subject to solicitor / client privilege;
- relate to actual or potential litigation;
- relate to personnel matters or employee compensation;
- relate to confidential risk management;
- relate to negotiations carried on by or for LISA;
- could be harmful to an identifiable individual or business;
- could jeopardize the protection of a third party's personal or business confidential information;
- could result in the premature disclosure of a proposal or project;
- could result in undue financial loss or gain to a third party;
- could harm LISA or the other party's financial or strategic interests;
- is an administrative matter that has not yet been implemented or made public; or
- other matters the Board decides require *in camera* protection.

An item will be heard *in camera*:

- with the Board Chair's permission to an individual who has asked to provide information *in camera* to the Board;
- on the advice of the Executive Committee or at the request of a Director; and
- if during a meeting, the Board considers it appropriate.

If it is not clear whether the item should be heard *in camera*, the matter will be heard in the clear and may move out into a regular meeting if it is decided that the matter does not warrant an *in-camera* meeting.

If an item to be discussed *in camera* references a person, he or she:

- may be advised of the information being discussed;
- may be given the opportunity to address the Board before the discussion; and
- will be apprised of any decision in a timely manner.



With the exception that *in camera* meetings are held 'in private', they will be conducted in the same manner as a regular meeting with respect to:

- discussion of issues; and
- proposing, seconding, voting and recording of motions.

All documents relating to the *in camera* item(s) will be:

- separate and clearly distinguishable from those of regular Board items;
- distributed securely before the meeting or in person at the meeting;
- destroyed immediately after the meeting or placed in a sealed envelope and securely stored;
- copied only with Board approval;
- accessible to anyone entitled to be at the meeting, anyone who was invited to attend, and the auditor; and
- *in camera* documents to be kept in accordance with the *Societies Act*.

When the protection is no longer required, the minutes will be read into the minutes of the next Board meeting.





**POLICY 110: APPLICATION FOR MEMBERSHIP**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	December 2022
Date Last Reviewed	

**Policy Statement**

The BC Soccer Association (BCSA) and the Lower Island Soccer Association (LISA) have a common goal: to grow soccer in BC and the District and to optimize opportunities for youth soccer.

**Guidelines**

This policy is in support of Bylaws Section 3. Membership, in particular section 3.1.2 Provisional Full Membership.

This policy aligns with the BCSA Standards for New Club Membership.

Applicants for Full Membership:

- must complete the Membership Application form<sup>3</sup>; and
- must provide the required supporting documentation.

Basic Membership Requirements

Applicants must:

- meet the basic requirements as stated in the bylaws, section 3.2.1 Requirements:
  - be a registered society, sole proprietor or incorporation registered in BC;
  - provide soccer programs within the mandate of LISA; and
  - be aligned with LISA’s purpose, vision, and values.

Other requirements

Applicants that meet these basic requirements will be assessed on the extent to which they:

- provide soccer programs to the standards set by LISA and superior bodies applicable to the delivery level;
- enhance LISA’s ability to fulfil its purpose;
- provide programs without being an undo detriment to existing Full Members;
- are financially viable;
- are operationally viable; and
- are organizationally sound.

Applicants that do not meet the expected standards will, at the discretion of the Board:

- be denied membership; or
- will be accepted for membership conditionally, provided specific commitments are met withing a specified time period.

<sup>3</sup> Current versions of the Membership Application Form and assessment procedures are published on the LISA website



Successful applicants will be required to sign an agreement with LISA that specifies they:

- will be required to provide information to LISA such that they can be monitored against the commitments and timelines in the Agreement;
- may, at the discretion of the Board, request an extension of a timeline, which may be granted solely at the Board's discretion;
- may be denied Full membership if, in the sole opinion of the Board, the Provisional Full Member has failed to meet their obligations; and
- will be granted Provisional Full Membership without the requirement for an application if they have met all their commitments under the terms of that agreement.

LISA retains the right to alter the requirements in the agreement if the BCSA changes requirements for LISA as a member of BCSA.

The specific qualifications for membership, required supporting documentation, and the application process are detailed on the attached application form.

The Board:

- will establish a Membership Committee comprised of three Board Directors to review the applications for membership;
- will contact the applicant if the information is incomplete;
- return incomplete applications if the missing information is not provided in a timely manner so as to maintain timelines;
- will review complete applications;
- will apply the criteria for membership as established by BCSA and LISA;
- reserves the right to apply judgement in assessing the information provided;
- may grant an extension if, in their sole opinion, they consider that the Provisional Full Member will meet their commitments within the extended timeframe;
- may revoke the Provisional Full Membership if, in their sole opinion, the Provisional Full Member has not demonstrated their ability or commitment to meeting their obligations under the agreement;
- may convert the Provisional Full Membership to a Full Membership if, in their sole opinion, has met their commitments under the Agreement; and
- reserves the right to alter the requirements to reflect any changes required by BCSA.

**POLICY 111: HONORARY MEMBERSHIP**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) recognizes those who have made an outstanding contribution to furthering LISA's Mission and Vision.

**Guidelines**

The Board of Directors may confer Honorary Membership on those who have distinguished themselves through their service to the Society and their support of the society's purpose.

Honorary Members:

- may have served on the Board or any board affiliated with (the organization); or
- may have participated as a volunteer in support of the Lower Island Soccer Association's purpose.

The Board:

- is not obliged to confer Honorary Memberships each year; and
- is not restricted on the number it may confer in any year.

The Board of Directors grants Honorary Memberships:

- at its sole discretion; and
- as an expression of its respect and appreciation.

Honorary Members:

- do not pay membership fees or fees for special events;
- have all the privileges of an active member except that they are not entitled to vote;
- are presented with insignia of recognition;
- are invited to attend special functions; and
- may be called on for advice and assistance.

Being appointed as an Honorary Member:

- does not preclude that person from retain his or her Full or Affiliated membership; and
- does not alter in any way the obligations or rights of that Full or Affiliated membership.

The Board will establish an Honorary Member Committee to:

- call for and receive nominations for Honorary Membership from the members; and
- the Nominations Committee will make recommendations to the Board of Directors for appointments to Honorary Membership.



**POLICY 112: ROLE OF THE BOARD**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Board has final responsibility for the conduct of the Lower Island Soccer Association (LISA) and will always act in LISA’s best interests.

**Guidelines**

The Board has the sole authority to make decisions.

The Board will:

- act as a single entity and speak publicly with one voice;
- provide strategic direction in consultation with the Presidents’ Advisory Council and support of the Executive Director;
  - set the Vision, Values and Principles;
  - develop the strategic plan taking enterprise risk into account;
  - approve the business plan and budget;
  - reach consensus on the desired services, standards, and timing to be included in the Service Agreement with the Presidents’ Advisory Council;
  - once consensus is reached, sign the Service Agreement; and
  - agree on any changes to that service agreement
- represent Members;
  - advocate on behalf of LISA;
  - be accountable to the Members for Board and organizational performance;
  - conduct oversight of the Executive Director;
  - appoint, set terms of employment, compensate, and remove the Executive Director;
  - set performance expectations, evaluate and hold the Executive Director accountable for performance; and
  - manage the Executive Director succession plan;
- ensure that LISA is operationally and financially viable and sound;
  - consult with the Presidents’ Advisory Council on matters that will or may affect the operation of the Members’ organizations;
  - manage the strategic risks to the society; and
  - manage the acquisition, investment, and divestment of financial assets;
- fulfill fiduciary and legal requirements;
  - ensure that LISA adheres to legal and regulatory requirements; and
  - prepare and maintain minutes, documents, contracts and records;
- ensure accountability;
  - ensure that all actions are in compliance with applicable policies;
  - monitor and review its own processes and performance; and
- ensure Board effectiveness;



- conduct ongoing Board recruitment, training and development.

The Board:

- will call and hold general meetings of members in accordance with the bylaws;
- may propose changes to membership categories and criteria to the Members for their approval;
  - establish the application process and the conditions of membership
  - will approve changes in membership status;
  - make a determination on applications for membership;
  - confer honorary membership;
  - suspend, expel, revoke and reinstate membership;
  - determine 'not in good standing' status;
- will propose to the Members;
  - penalties, fines, and other sanctions;
  - entry fees; and
  - annual dues;
- will call for nominations for directors;
  - appoint a Member representative to fill a vacancy created when a director resigns;
  - appoint a director if the Board is below the maximum permitted size and if this affects representation on the Board;
  - recommend to the Members the removal of a director for cause;
- may delegate the duties of the Secretary to the Executive Director;
  - combine the Secretary and Treasurer duties;
- may delegate tasks and responsibilities to committees or the Executive Director and cancel the delegation;
  - establish terms of reference for committees;
  - nominate or appoint the chair and members of committees;
- will represent and communicate with Members;
- assign a portfolio to each director consisting of their own club and one other;
  - assign two directors to liaise with each Member to seek input on issues, understand Member issues, assist with issue resolution, and provide two-way communication between the Members and the Board;
- select and employ the Executive Director;
  - sign an Employment Contract with the Executive Director specifying the terms and conditions of employment and termination, services and duties to be performed, compensation and benefits,
  - ensure the Executive Director meets the required qualifications throughout the period of employment;
  - give the Executive Director other or additional titles;
  - approve the Executive Director salary and the salary grids for all other operational positions;
- establish sound financial practices;
  - inform the auditor of his or her appointment or removal;
  - establish general and special funds;
  - establish policies on solicitation, administration, disbursement, investment, fund management, and fund windup;



- borrow money to achieve LISA's purposes; and
- select the financial institution(s) with which LISA will conduct its financial transactions;
- fix the notice period and frequency for members to inspect LISA's books and records;
- determine who may sign documents on LISA's behalf; and
- determine who may affix the Society Seal.

The Board may delegate some but not all of these responsibilities.

The Board will:

- schedule Board meetings at the beginning of each financial year;
- meet at least once in each financial quarter; and
- meet regularly, at least once in each financial quarter, except during the summer and in December.

The Board Chair may:

- call extraordinary meetings if the business to conduct cannot be held until the next Board meeting; and
- cancel a meeting if there is no business to conduct.

The Board will meet within 30 calendar days of the Annual General Meeting to appoint the Officers: Board Chair, Vice-Chair, Treasurer and Secretary.

The normal term of office is one year but an officer may serve in the same role for additional years, limited only by their term of office on the Board.



**POLICY 113: ROLE OF THE BOARD CHAIR**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Board Chair is responsible for providing leadership to the Board.

**Guidelines**

The Board Chair will:

- chair general meetings of the members, the Board, and the Executive Committee;
- set the agendas of the meetings he or she chairs;
- conduct all meetings so that they are timely, fair, orderly, efficient, and in accordance with generally accepted Rules of Order;
- act on behalf of the Board as the liaison with the Executive Director;
- represent LISA and the Board at public events but may delegate that responsibility;
- be the official spokesperson for the Board but may, from time to time, delegate the task to the Executive Director;
- appoint Board Directors and members to bodies that report to the Board; and
- seek Board approval for the appointment of other individuals to bodies that report to the Board.

The Board Chair may:

- sit *ex officio* on all Board committees;
- make decisions on behalf of the Board that are consistent with Board policies with the proviso that the Board be informed at the first meeting following the decision;
- not make decisions that exceed or are not consistent with Board policies; and
- not supervise or direct the Executive Director or any other employee.



**POLICY 114: COMMITTEES OF THE BOARD**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Board may establish committees to carry out tasks on behalf of the Board.

**Guidelines**

The Board may establish:

- standing committees with a specified role for an indeterminate period of time;
- ad hoc committees as required for short-term activities;
- advisory groups to investigate an issue and make recommendations to the Board; and
- working groups to carry out a task on behalf of the Board.

The Board may not empower a committee to:

- make decisions on behalf of the Board; or
- exercise authority over the Executive Director.

The Board will approve terms of reference for all Board committees specifying the:

- purpose;
- membership;
- scope of delegation including any limitations;
- reporting requirements; and
- duration.

Members may be:

- Board directors;
- members;
- external specialists; and
- others the Board considers appropriate.

The Executive Committee, Finance and Audit Committee, and Nominations Committee, will be:

- standing committees;
- chaired by a Board Officer; and
- supported by the Executive Director.

The Presidents' Advisory Council will:

- be a standing committee;
- select their own Chair;
- have a senior officer from each Member on the Council; and
- operate under Terms of Reference as outlined in policy 116.

Other committees will be:

- chaired by a Board Director; and





- supported through the Executive Director.

Directors who are not members of a committee may attend the meetings as observers.

All committee meetings will be minuted and the minutes made available to the Board upon request.

**POLICY 115: EXECUTIVE COMMITTEE**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Executive Committee manages the operations of the Board.

**Guidelines**

The Executive Committee:

- is a standing committee of the Board;
- has two roles
  - executive management;
  - policy management; and
  - human resources management;
- takes direction from the Board;
- reports and makes recommendations to the Board; and
- has no decision-making authority except as specifically delegated on an issue-by-issue basis.

The members are the:

- Board Chair, who chairs the Executive Committee;
- Vice-Chair;
- Treasurer;
- Secretary; and
- Past-Chair.

The meetings:

- will meet as needed;
- may be held at other times at the discretion of the Board Chair;
- at the request of the executive director; and
- may be held in person, by email and / or by telephone.

For those items on which a decision is required, the quorum is three.

The Executive Director:

- is present at all Executive Committee meetings or if unable to attend, may delegate the responsibility;
- may not be present for those items which would place him or her in a conflict of interest position;
- provides information, assistance and advice to the committee; and
- provides administrative support to the committee.

The Board Chair may invite others to participate for specific items.



## Terms of Reference

The executive management tasks are to:

- review the agenda, supporting materials, recommendations, and motions before the member or Board meeting;
- provide strategic direction to the Executive Director if required between Board meetings; and
- act in emergency situations when a quorum of the Board is not available, and subsequently report to the Board on consequential actions.

The Executive Committee may not delegate these tasks.

The human resources management tasks are to:

- develop the Executive Director job description;
- develop the Executive Director Employment Contract specifying the terms of employment;
- conduct the selection process and make recommendations on appointment to the position;
- develop the Executive Director's annual performance goals<sup>4</sup>;
- approve the Executive Director's development and training;
- review and report to the Board on the Executive Director's annual performance;
- recommend any changes to the Executive Director's compensation package;
- develop the Executive Director succession plan;
- when appropriate, recommend termination of the Executive Director's employment;
- recommend the compensation ranges for all LISA positions to the board; and
- be the ombudsperson for all LISA managers and employees.

The Executive Committee may not delegate these tasks.

The policy management tasks are to:

- review policies to ensure they are complete, accurate and up-to-date;
- make recommendations on the development, approval, and revision of the governance policies;
- monitor activities for policy compliance; and
- recommend actions to be taken where policies have been contravened.

The Executive Committee may delegate these tasks.

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<sup>4</sup> The (senior manager) is responsible for the achievement of the Business Plan within the approved budget and for the establishment and maintenance of relationships in executing the business plan.



**POLICY 116: PRESIDENTS’ ADVISORY COUNCIL**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Presidents’ Advisory Council is the primary and essential advisory body to the Board

**Guidelines**

The President’s Council:

- is a standing committee of the Board;
- has three roles:
  - advice to the Board on issues that could impact LISA’s ability to achieve its purpose or carry out the associated functions;
  - forum for Full Members to discuss items of mutual interest; and
  - interact with the Executive Director on the provision of services in the Service Agreement.
- reports to the Board;
- makes recommendations to the Board; and
- has no decision-making authority except as specifically delegated on an issue-by-issue basis.

The members are:

- the most senior officer from each Full Member; or
- a different representative approved by the Full Member’s board of directors.

The Presidents’ Advisory Council:

- will be composed of the most senior officer from each Full Member or a different representative approved by the Full Member’s board of directors;
- will accept a change in representative if notified by the Full Member in writing;
- discourages alternate representatives<sup>5</sup>; and
- will elect its Chair and Vice-Chair, and any other officers they consider necessary, from among its members.

The term of office is one year, based on when each Full Member elects its President.

**Terms of Reference**

The Presidents’ Advisory Council has the mandate to:

- advise the Board on issues that could impact LISA’s ability to achieve its purpose or to carry out the associated functions;
- be the forum for the Full Members to discuss items of mutual interest; and

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<sup>5</sup> The intent is to reduce the need to recap previous discussions and revisit previous decisions as these slow discussions.



- interface with the Executive Director on the provision of services.

The Presidents' Advisory Council will:

- formulate its advice in an impartial, objective, and fair manner and always in support of LISA's purpose;
- strive for and provide its consensus-based views to the Board, considering the diversity of viewpoints; and
- provide timely input and where applicable, within required time frames.

The Presidents' Advisory Council will:

- provide advice to the LISA Board on proposed changes to LISA's constitution, bylaws, or policies;
- advise the Board on the potential impact of changes proposed or required by bodies senior to LISA;
- raise and / or respond to emerging issues that could affect the achievement of LISA's purpose or that could affect LISA's ability to carry out the functions;
- participate in the development of LISA's strategic and operating plans and budgets;
- participate in the development and maintenance of the Service Agreement between the Board and Executive Director; and
- meet with the Board prior to each Board and general meeting as required in order to ensure that discussions and engagement are meaningful and effective.

The Board may:

- task the Presidents' Advisory Council with studying or providing input on issues.

The Presidents' Advisory Council will:

- discuss the implications of items and issues brought forward by the Board, Presidents' Advisory Council members, or the Executive Director;
- as far as possible, reach consensus on input and recommendations to the Board;
- reach consensus on the desired services, standards, and timing to be included in the Service Agreement; and
- agree on any changes to that Service Agreement.

The Presidents' Advisory Council:

- will receive administrative support from the Executive Director<sup>6</sup>;
- will monitor the implementation of the Service Agreement;
- will raise any issues with the Executive Director that impact on more than one Full Member; and
- will discuss any changes to the Service Agreement proposed by the Board, Presidents' Advisory Council or Executive Director.

Note: The relationship between the Presidents' Advisory Council and the Executive Director does not preclude discussions and the resolution of issues between a Full Member and the Executive Director that does not affect other Full Members.

Although not directors, Presidents' Advisory Council members will adhere to LISA policies, in particular policies:

- 104 Taking Office

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<sup>6</sup> For example, to send out meeting notices, reserve meeting spaces, set up Zoom calls.



- 105 Code of Conduct
- 106 Conflict of Interest
- 107 Non-compliance
- 108 Human Rights Protection
- 109 *In camera* meetings

By accepting to serve on the Presidents' Advisory Council, members agree to be bound by the conditions of the Terms of Reference.

The obligations set out in those policies survive the expiration or termination of the Member's position on the Presidents' Advisory Council.

It is important that the Presidents' Advisory Council members are able to keep the Board and their club members informed on the Council's activities.

The Board:

- can have access to the agendas and summary of the outcomes of the meetings,

Full Members can see and share the:

- Presidents' Advisory Council Terms of Reference;
- names of the Presidents' Advisory Council members;
- meeting agendas; and
- summaries of the outcomes of the meetings.

The LISA Board Chair and the chair of the Presidents' Advisory Council:

- may discuss changes to these Terms of Reference at any time; and
- will notify the Full Members of any changes.

**POLICY 117: FINANCE COMMITTEE**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Finance Committee assists the Board fulfil its oversight responsibilities with respect to finances and risk management.

**Guidelines**

The Finance Committee:

- is a standing committee of the Board;
- has two roles:
  - financial management; and
  - risk management
- takes direction from the Board;
- reports to the Board;
- makes recommendations to the Board; and
- has no decision-making authority except as specifically delegated on an issue-by-issue basis.

The members are the:

- Treasurer, who also chairs the Committee; and
- two other directors.

The Executive Director will:

- be present at the Finance Committee meetings;
- provide the Finance Committee with information, assistance and advice; and
- provide administrative support to the committee.

The Finance Committee Chair may invite external advisors to participate for specific items.

The Finance Committee will meet at least:

- annually to review the proposed Business Plan before its submission to the Board;
- annually to review the proposed Budget before its submission to the Board;
- quarterly to review the financial status and forecast before reporting to the Board;
- annually to review the annual review of the financial statements before submission to the Board; and
- may meet at other times at the discretion of the Chair.

For those items on which a decision is required, the quorum will be two.

**Terms of Reference**

Finance role

The tasks are to:

- review proposed operational and capital budgets;



- discuss recommendations with the Executive Committee prior to presentation to the Board;
- report quarterly to the Board on the financial status;
- report at least semi-annually on cash flow, statutory remittances, and financial results;
- report annually on LISA's investment portfolio;
- review the investment services at least every five years; and
- make recommendations on retaining or tendering for the investment services.
- make recommendations on contracting for review services for approval at the Annual General Meeting;
- tender and negotiate for the review services;
- meet with the professionals conducting the review to set the review plan and scope;
- review and make recommendations on the reviewed financial statements and audit findings;
- review related invoices and make recommendations on payment;
- verify that all legal reporting requirements have been met;
- review the independence, quality of service and performance of the review; and
- when warranted, recommend the discharge of the person(s) conducting the review.

#### Risk management role

The tasks are to:

- regularly assess strategic risks<sup>7</sup>;
- provide a strategic risk assessment for consideration in strategic planning;
- consider all types of strategic risks but pay particular attention to financial risks; and
- recommend mitigation strategies and contingency plans to reduce the likelihood and severity if the risk should occur; and
- monitor and report on high level risks at least semi-annually.

The Executive Director will manage operational risks and report to the Finance and Audit Committee as appropriate.

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<sup>7</sup> A risk is a set of circumstances which, if it occurs, would have a negative impact on the organization's ability to meet its objectives. Risks can take many forms, for example, legal, financial, and reputational. Strategic Risk management addresses the options of what to do (i.e., doing nothing and doing something) and is a Board responsibility. Operational Risk management addresses how to do something and is a senior manager responsibility.



**POLICY 118: NOMINATING COMMITTEE**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Nominating Committee assists the Board fulfil its responsibilities with respect to the Board composition and complement, and the appointment of Honorary Members.

**Guidelines**

The Nominating Committee:

- is a standing committee of the Board;
- has the following roles:
  - advise the Board on pending and potential vacancies and the qualifications required to fill those positions;
  - propose a slate of qualified nominees for election to the Board;
  - propose nominees for appointment by the Board to fill vacant positions; and
  - propose individuals for consideration as Honorary Members;
- takes direction from the Board;
- reports to the Board;
- makes recommendations to the Board; and
- has no decision-making authority except as specifically delegated on an issue-by-issue basis.

The three members are the:

- Past-Chair, who chairs the Committee;
- Board Chair, providing that they are not standing for re-election; and
- one or two other directors who are also not standing for re-election.

The Executive Director will:

- be present at the Nominating Committee meetings;
- provide the Nominating Committee with information, assistance and advice; and
- provide administrative support to the committee.

**Terms of Reference**

The Nominating Committee tasks with respect to the election of Board directors are to:

- review the Board composition to ensure that, in composite, the Board has the knowledge, skills, abilities and experience it requires;
- verify with directors eligible for re-election their intent;
- determine the number and qualities of the positions for election,
- call for nominations;
- identify and recruit potential nominees;
- obtain consent from nominees and verify that they meet the qualifications;
- recommend the slate for election; and



- oversee the election process at the annual general meeting.

The Nominating Committee tasks with respect to the need to fill a vacant position are to:

- review what, if any, specific knowledge, skills, abilities, and experience need to be replaced; and
- identify suitable candidates for Board consideration.

The Nominating Committee tasks with respect to the appointment of Honorary Members are to:

- seek input from the Board, Presidents' Advisory Council, Members and the Executive Director on potential Honorary Members; and
- make recommendations to the Board on potential Honorary Members.

The Nominating Committee will meet:

- at least 60 days in advance of the annual general meeting in order to have the slate of nominees ready for distribution to the members with the notice calling for the annual general meeting;
- as required when there is a vacant position to be filled by the Board by appointment; and
- a least 30 days prior to the Board meeting at which appointment of an Honorary Member is to be considered.

**POLICY 119: MEMBERSHIP COMMITTEE**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	September 2021
Date Last Reviewed	

**Policy Statement**

The Membership Review Committee (MRC) is an advisory body to the Board, providing advice on membership policies and new member applications to LISA.

**Guidelines**

The MRC:

- is a standing committee of the Board;
- has three roles:
  - Review applications for full and associate membership to LISA;
  - Solicit direction from the LISA Board and Members on the evaluation criteria and how they will be used to assess member applications; and
  - Ensure that new member performance metrics are specified in a manner that can be monitored by the ED.
- reports to the Board;
- makes recommendations to the Board; and
- has no decision-making authority except as specifically delegated on an issue-by-issue basis.

The MRC:

- will be composed of five members, including LISA Board Members and external specialists, as approved by the Board;
- discourages changes to membership or alternate representatives<sup>8</sup>; and
- will elect its Chair and Vice-Chair, and any other officers they consider necessary from among its members.

The term of office is two years, or the term length of the Board Member if less than two years.

**Terms of Reference**

With respect to membership application review, the MRC will:

- apply the evaluation criteria to member applications to provide a point score and rationale for the rating;
- formulate its advice in an impartial, objective, and fair manner and always in support of LISA's purpose;
- strive for and provide its consensus-based views to the Board;

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<sup>8</sup> The intent is to reduce the need to recap previous discussions and revisit previous decisions as these slow discussions. Having the same members on the committee will also provide more consistent recommendations.



- may provide minority reports considering the diversity of viewpoints;
- conduct its review in a confidential manner, respecting the applicant expectations of privacy;
- consult with the applicant and any parties it sees necessary in order to gather information and assess the membership application; and
- provide timely input and where applicable, within required time frames.

With respect to soliciting direction on evaluation criteria, the MRC will:

- receive input from the LISA board on strategic priorities of the Society;
- apply this input to the evaluation criteria in a manner that promotes fairness and consistency; and
- notify the LISA board of any areas where further guidance is needed in order to assist in application evaluation.

With respect to performance metrics, the MRC will:

- provide the LISA Board with a summary of deliverables and timelines as presented in the application documents.

The Board may:

- task the MRC with studying or providing input on issues.

The MRC:

- will receive administrative support from the Executive Director<sup>9</sup>.

MRC members will adhere to LISA policies, in particular policies:

- 104 Taking Office
- 105 Code of Conduct
- 106 Conflict of Interest
- 107 Non-compliance
- 108 Human Rights Protection
- 109 *In camera* meetings
- 110 Application for membership
- 114 Committees of the Board
- 119 Role of the Membership Committee
- 303 Gifts, Sponsorships, Donations & Bequests
- 500 Protection of Privacy

By accepting to serve on the MRC, members agree to be bound by the conditions of the Terms of Reference.

The obligations set out in those policies survive the expiration or termination of the Member's position on the MRC.

The Board:

- can have access to the agendas and summary of the outcomes of the meetings,

Full Members can see and share the:

- MRC Terms of Reference; and
- names of the MRC members.

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<sup>9</sup> For example, to send out meeting notices, reserve meeting spaces, set up Zoom calls.



The LISA Board Chair and the chair of the MRC:

- may discuss changes to these Terms of Reference at any time;
- seek board approval of any of the changes; and
- will notify the Full Members of any changes.

**POLICY 120: DIVERSITY, EQUITY AND INCLUSION COMMITTEE**

VERSION HISTORY	
Date of Original Version	April 2023
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Diversity, Equity and Inclusion Committee (DEIC) is an advisory body to the Board, providing guidance to promote a soccer environment that is accessible and inclusive to all youth.

**Guidelines**

The DEIC:

- is a standing committee of the Board;
- committee roles are to:
  - enhance LISA's ability to promote a culture that is inclusive to all youth soccer players; and
  - ensure that LISA and its member organizations meet obligations of the BCSEA Diversity, Equity and Inclusion Policy
- reports to the Board;
- makes recommendations to the Board;
- is not intended as a forum for hearing disciplinary matters; and
- has no decision-making authority except as specifically delegated on an issue-by-issue basis.

The committee:

- will be composed of no more than eight members, including at least two LISA Directors, Member (club) board representatives, and others within the district, as approved by the LISA Board;
- discourages changes to membership or alternate representatives<sup>10</sup>;
- will elect its Chair and Vice-Chair, and any other officers they consider necessary, from among its members; and
- shall meet on a regular basis, no less than quarterly.

The term of office is two years, or the term length of the LISA Director, if less than two years.

**Terms of Reference**

With respect to membership application review, the DEIC will:

- conduct an annual self assessment and seek feedback to maintain a district commitment to be a diverse, equitable and inclusive organization;

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<sup>10</sup> The intent is to reduce the need to recap previous discussions and revisit previous decisions as these slow discussions. Having the same members on the committee will also provide more consistent recommendations.



- make recommendations to LISA on initiatives to promote accessibility and inclusion in all aspects of district soccer programming;
- seek viewpoints and experiences from the soccer community to foster a more diverse, equitable and inclusive environment; and
- enable LISA to foster a diverse, equitable and inclusive environment with educational initiatives and resources.

The Board may:

- task the DEIC with studying or providing input on specific DEI issues.

The DEIC:

- will receive administrative support from the Executive Director<sup>11</sup>.

DEIC members will adhere to LISA policies, in particular policies:

- 104 Taking Office
- 105 Code of Conduct
- 106 Conflict of Interest
- 107 Non-compliance
- 108 Human Rights Protection
- 109 In camera meetings
- 114 Committees of the Board
- 303 Gifts, Sponsorships, Donations & Bequests
- 500 Protection of Privacy

By accepting to serve on the DEIC, members agree to be bound by the conditions of the Terms of Reference.

The obligations set out in those policies survive the expiration or termination of the Member's position on the DEIC.

The Board:

- can have access to the agendas and summary of the outcomes of the meetings,

Full Members can see and share the:

- DEIC Terms of Reference;
- names of the DEIC members;

The LISA Board Chair and the chair of the DEIC:

- may discuss changes to these Terms of Reference at any time; and
- will notify the Full Members of any changes.

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<sup>11</sup> For example, to send out meeting notices, reserve meeting spaces, set up Zoom calls.



## PART 2. EXECUTIVE DIRECTOR RESPONSIBILITIES

### POLICY 200: EXECUTIVE DIRECTOR ROLE

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

#### Policy Statement

The role of the Executive Director is to manage LISA operational organization and to support the governance structure.

#### Guidelines

The Executive Director must:

- meet certify that s/he meets the qualifications specified in the Act (section 43);
- follow the provisions in the Act that relate to:
  - validity of acts (section 47 (1));
  - duties (section 53);
  - relief in legal proceedings (section 106); and
  - disclosure (section 62).

The Executive Director:

- is solely responsible for the LISA operations;
- directs and executes all operational activities in compliance with
  - the governing legislation;
  - the LISA constitution, by-laws, and policies; and
  - the strategic direction, plans, budgets and goals approved by the Board.
- provides support to the Board and committees of the Board, in particular to the two standing committees (the Executive Committee and the Finance and Audit Committee);
- is accountable to the Board for LISA operational performance; and
- is accountable to the Board for his or her personal performance.

The Executive Director:

- duties are outlined in the Executive Director job description;
- terms of employment are outlined in the Employment Contract.

The Executive Director deals with the Board as a whole except for interactions with the Board Chair and standing committees and when fulfilling information requests from individual Directors.

The Executive Director is expected to:

- exercise sound judgment in deciding what matters should be discussed with the Board Chair;
- bring to the Board Chair’s attention any circumstance that may adversely affect LISA operations;
- exercise sound judgement in deciding what matters to raise with the Executive Committee;





- bring to the Executive Committee's attention any potential and actual issues, major events and critical actions that could affect LISA;
- exercise sound judgement in deciding what matters should be brought forward to the Board; and
- bring to the Board's attention any items that could affect the achievement of the Strategic or Business plans or Board governance.



**POLICY 201: EXECUTIVE DIRECTOR AUTHORITY**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Executive Director has the authority to carry out the duties outlined in Policy 200, the Role of the Executive Director.

**Guidelines**

The Board may change direction and constraints given to the Executive Director but it is obligated to respect and support the Executive Director's decisions and actions made under the delegations that were in place at the time.

The Executive Director is not authorized to:

- make decisions that exceed or are not consistent with policies, budgets or the operating plans approved by the Board; or
- take any action that is within the Board's authority unless the Board has delegated that action to the Executive Director.

The Executive Director is authorized to:

- establish operational procedures and guidelines consistent with legal requirements, contractual obligations, and Board approved policies;
- make all operational decisions and execute the approved operational plan;
- make all decisions and carry out all financial transactions within the limitations of the financial policies and the approved budget;
- make all decisions and carry out all human resource actions within the limitations of the human resources policies and the approved budget;
- speak on behalf of the LISA when requested to do so by the Board Chair and may delegate that authority with Board Chair approval; and
- represent LISA at public events and functions and may delegate that authority.



**POLICY 202: EXECUTIVE DIRECTOR ACCOUNTABILITY**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Executive Director is accountable to the Lower Island Soccer Association (LISA) Board for how the operational work is carried out and for the results produced.

**Guidelines**

The Executive Director is accountable to and takes direction from the Board as a whole and not the Board Chair, Board Officers, or any committee of the Board.

As the Board’s only employee, the Executive Director is accountable for the performance of the operational organization as a whole as well as for his or her own performance.

The Executive Director’s performance is assessed in terms of the extent to which he or she has:

- contributed to the development of the Strategic and Business Plans;
- carried out the approved Business Plan; and
- managed the approved budget.

The Executive Director’s performance is also assessed in terms of the manner in which the results were achieved, including:

- compliance with governing legislation and regulations;
- adherence to LISA policies; and
- member, employee and other stakeholder satisfaction.

The Executive Director and the Executive Committee work together to:

- set the Executive Director’s annual performance goals;
- select the opportunities for the Executive Director’s development and training;
- review the Executive Director’s operational performance through quarterly status review; and
- review the Executive Director’s overall performance on an annual basis.

The Board may:

- review a newly appointed Executive Director’s performance on a more frequent basis;
- review the Executive Director’s performance at any time with reasonable notice to the Executive Director;
- obtain ‘360 degree’ input from internal and external stakeholders; and
- seek input from other sources as it deems appropriate.

The Executive Director:

- must sign an annual declaration on qualifications; and
- must declare, in writing, any conflicts of interest.



**POLICY 203: EMERGENCY REPLACEMENT OF THE ED**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) must be protected from the impact of a sudden loss of the Executive Director services.

**Guidelines**

The Executive Director must take steps to protect against any disruption to LISA services or support to the Board in the event that he or she is unexpectedly unable to or incapable of carrying out the Executive Director duties.

The Executive Director must ensure that at least one other manager is familiar with the Board and Executive Director issues and processes.

The Board may assign all or some of the Executive Director duties to that manager and / or to a member of the Board and / or make such arrangements as deemed essential on a temporary basis.



## PART 3. FINANCIAL GOVERNANCE

### POLICY 300: FINANCIAL MANAGEMENT FRAMEWORK

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

#### Policy Statement

The Lower Island Soccer Association (LISA) must comply with the financial management and audit requirements of the *Societies Act* (Part 4, Finance and Part 9, Audit.)

#### Guidelines

The Financial Management Control Framework covers the financial authority structure, asset management, financial information systems, and internal and external financial reporting.

The objective is to ensure that LISA's financial management:

- complies with legislative, regulatory and policy requirements;
- meets the government's reporting requirements;
- aligns with the Board's strategic direction;
- practices are in line with generally accepted standards.
- includes financial practices that comply with generally accepted accounting principles;
- delegates responsibilities such that there is segregation of duties;
- establishes and maintains an asset management system to capitalize and depreciate all assets with an initial purchase value of at least \$1,000;
- ensure that all financial instruments and any petty cash are stored securely;
- keep accounting records of all financial transactions;
- maintain an accounting system with full back-up and recovery capabilities;
- ensure that taxes and filings are accurate and fulfilled on time; and
- report regularly and in a timely manner to the Board on all of the above.

**POLICY 301: FINANCIAL MANAGEMENT ACCOUNTABILITIES**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Board, Treasurer and Executive Director have responsibility for aspects of the Lower Island Soccer Association (LISA) financial management.

**Guidelines**

The Board will:

- set the broad financial policies;
- provide direction for the drafting of the annual Operating and Capital budgets;
- approve the annual Operating and Capital budgets;
- review the financial position on at least a quarterly basis;
- appoint an auditor to provide an opinion on the annual financial statements; and
- approve the annual audited financial statements.

The Treasurer will:

- chair the Finance and Audit Committee in accordance with Policy 115, Role of the Finance and Audit Committee;
- report on LISA's financial position monthly to the EC and Board on a quarterly basis
- advise on any significant financial matters arising;
- prepare and submit annual financial statements that have been reviewed in accordance with BC Soccer requirements to the Board for approval before each annual general meeting; and
- present the approved annual financial statements to the members at each annual general meeting.

The Executive Director will:

- establish appropriate financial operating practices and procedures;
- implement and maintain a sound financial management system;
- assist the Treasurer with the development of the annual Operating and Capital budgets;
- plan the expenditures to comply with and not vary materially from the approved Business Plan;
- ensure that there is sufficient cash to settle obligations in a timely manner;
- prepare financial reports for the Treasurer; and
- make the accounting records available to any director or member on reasonable notice.

The Executive Director may:

- expend or commit funds that are approved by the Board either through the budget or by resolution;
- in an emergency, commit or expend up to \$3,000 for an item not preapproved by the Board;



- seek advice from the Treasurer; and
- delegate budgetary responsibility for portions of the approved budget.

All expenditures require approval from two signatories.

- the Executive Director and another employee for all expenditures approved by the Board in the budget or by Board motion; and
- the Executive Director and an Officer of the Board in an emergency for an item not pre-approved by the Board.

**POLICY 302: OPERATING FUND**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) must have access to sufficient funds to cover approved expenditures and unexpected events.

**Guidelines**

An 'approved expenditure' is one where the funds have been approved by the Board either in the budget or in a subsequent resolution.

An 'unexpected event' is one that is not included in the operating plan and it thus not funded in the approved budget.

An 'unexpected emergency event' is one that must be resolved in order to ensure business continuity.

The Executive Director:

- will ensure that LISA has access to sufficient funds to cover approved expenditures;
- will seek approval from two Board Officers before accessing funds to cover an unexpected emergency event;
- will seek Board approval for any other unexpected event; and
- may invest any cash that is not required to meet immediate operating requirements.

The Treasurer:

- will report on the emergency expenditures at the next Board meeting.





**POLICY 303: GIFTS, SPONSORSHIPS, DONATIONS AND BEQUESTS**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) may accept gifts, sponsorships, donations and bequests that will be beneficial to the society.

LISA may sponsor events that are directly in line with the society’s purposes in the constitution. LISA may not make donations but may organize events to raise money for donation.

**Guidelines**

Acceptance of gifts, sponsorships, donations and bequests

Members, individuals and organizations may:

- make donations, bequests and gifts to LISA;
- provide gifts to be used as prizes at LISA events; and
- sponsor LISA events.

The Board will:

- decide what kinds of gifts are acceptable;
- approve all donations, bequests and gifts with a value of at least \$10,000;
- ensure that there are no potential liabilities or conflicts of interest; and
- seek legal and / or financial advice if there are any concerns.

The donor of a major gift:

- must provide complete information about the item.

Before accepting a major gift, the Board:

- can get its own appraisal;
- may advise donors to get legal and / or financial advice;
- must immediately sell any gifts of publicly traded securities; and
- will not issue gift annuities, or re-insured gift annuities.

The Board must approve any restrictions that a donor may put on a gift.

The Executive Director may:

- may solicit and accept gifts to be used as prizes at LISA events; and
- seek and accept sponsorships for LISA events.

Sponsoring events

The Board may:

- approve the sponsorship of events that directly align with LISA’s Purposes.

Scholarships and bursaries

The Board:



- may approve scholarships and bursaries that directly align with LISA's purposes;
- may not approve scholarships or bursaries that will be used for other educational purposes; and
- will establish the criteria for selecting the recipients.

Members:

- may nominate individuals for scholarships and bursaries; and
- will provide information to support the nomination.

Donations

The Board may not:

- approve donations to other organizations.

Raising money for donation

LISA:

- may organize events for the purpose of raising money for donation to charitable organizations.

The Board:

- will establish and review the criteria used to evaluate proposed organizations; and
- may delegate the responsibility for reviewing and making recommendations on proposed donations.

Members:

- may recommend charitable organizations for consideration; and
- will provide information to support the recommendation / nomination.



**POLICY 304: ALLOWABLE EXPENSES**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

Lower Island Soccer Association (LISA) will reimburse employees and volunteers for all reasonable expenses incurred while performing work for or on behalf of LISA.

**Guidelines**

Reasonable expenses include:

- transportation, parking, accommodation, and meal and incidental allowances while in travel status;
- mileage for vehicle used in travel; and
- Board Officer and Executive Director entertainment up to \$250 per person.

All expense claims must be supported by original receipts.

Transportation expenses will be reimbursed at a rate equivalent to that paid by the Capital Regional District for similar expenses.



**POLICY 305: MEMBERS NOT IN GOOD STANDING**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

Lower Island Soccer Association (LISA) members are expected to pay their accounts and LISA will take action on any account that is not paid on time.

**Guidelines**

LISA expects all accounts receivable to be settled within 30 days of the invoice date.

Any member whose account is outstanding 60 days after the invoice date will be considered to be a “member not in good standing”.

The Executive Director:

- will take appropriate action to address outstanding accounts receivable;
- may levy service charges on overdue accounts and on NSF (not sufficient funds) payments;
- may restrict the services provided to members not in good standing;
- may vary the cost of services to members not in good standing to that charged to non-members;
- will report on all overdue accounts to the Executive Committee or Finance and Risk Committee on a quarterly basis; and
- will recommend to the Board that membership be revoked when all reasonable efforts to collect the money owing have been unsuccessful.



## PART 4. HUMAN RESOURCES GOVERNANCE

### POLICY 400: HUMAN RESOURCES MANAGEMENT FRAMEWORK

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

#### Policy Statement

The Lower Island Soccer Association (LISA) recognizes that much of its success relies on a high-performing team committed to service excellence. LISA is committed to being an 'employer of choice'.

#### Guidelines

LISA adheres to the letter and spirit of federal and British Columbia (BC) legislation in the areas of human rights, employment, and workplace health and safety.

LISA policies follow the federal **Canadian Human Rights Act** to ensure that applicants and employees have equal opportunities within LISA.

LISA policies follow the federal **Employment Equity Access Act** to improve opportunities for women, Aboriginal people, members of visible minorities, and people with disabilities.

LISA policies follow the BC **Employment Standards Act** with respect to aspects such as:

- recruitment and selection;
- wages, deductions, vacation pay, overtime pay, and pay periods;
- hours of work, breaks, overtime, and statutory holidays;
- annual vacation, parental leave, sick leave, and other types of leave with and without pay;
- probationary periods, and terminations;
- dispute resolution, harassment investigations, and safe working conditions; and
- payment methods and record keeping.

LISA policies follow the BC **Human Rights Code** with respect to aspects such as:

- recruitment, application forms, and interviews;
- hiring, promotion, demotion, and dismissal / termination;
- benefits and wages; and
- workplace harassment.

LISA policies follow the BC **Workers Compensation Act** with respect to aspects such as:

- workplace health and safety;
- return-to-work and rehabilitation; and
- compensation and health care benefits.

LISA builds on these Acts with policies that balance the needs of the Society and the desires of the employees.



**POLICY 401: ORGANIZATION STRUCTURE**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) organization structure establishes clear lines of authority and accountability and promotes the effective achievement of the goals and the efficient delivery of the services.

**Guidelines**

The Executive Director will ensure that the:

- positions have clear reporting relationships and are logically grouped;
- job descriptions accurately and completely reflect the work requirements;
- organization structure is reviewed whenever there are significant changes to the programs being delivered or the functions performed;
- the job requirements are reviewed whenever major changes in workloads, technology and / or processes are introduced and
- employees will be informed of any changes to their job requirements and on the consequential impact.

Any consequential changes will be effective on the date on which the new organization structure and / or job requirements become effective.

Each employee will be provided with a copy of their job description upon employment and when their job requirements change.

**POLICY 402: SALARIES AND COMPENSATION**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) is committed to paying salaries that are internally equitable and externally competitive.

**Guidelines**

LISA compensation for all positions will be:

- based on comparisons with jobs performing essentially the same functions<sup>12</sup>; and
- in line with comparable organizations that:
  - operate in the local labour market;
  - have a similar staff size;
  - serve a similar sized membership; and
  - have similar budget responsibilities.

The Board will:

- review the salary bands<sup>13</sup> for each position:
  - at least every five years;
  - when there is a change in the organization structure that affects position responsibilities; or
  - when a change in the job requirements could change the position salary assessment
- review and approve incentive plans;
- use the comparative information to determine the salary bands for each position; and
- base the salary portion of the budget on the salary band information and the current salary expenditures.

The Executive Director will:

- determine the salary paid to each employee based on the:
  - budget available;
  - salary band for that position;
  - any approved incentive plans; and
  - employee's performance and years of experience.

The Employment Contract signed with each employee upon hiring will state the:

- initial salaries; and

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<sup>12</sup> e.g., the Canadian Society of Association Executives, Association Executive Benefits and Compensation Report for the Senior Manager and managerial positions and the Hay system of Know How, Problem Solving and Accountability for all other positions.

<sup>13</sup> i.e., the lowest and highest salaries that will be paid for each specific job.



- the time-periods for reviews, usually after the probationary period and on an annual basis thereafter.

LISA:

- will only make deductions authorized by statute or court order or by the employee in writing;
- will direct deposit salaries electronically on the 15<sup>th</sup> and last day of the month;
- will provide a pay advice itemizing the components of the payment and summarizing leave entitlements.





**POLICY 403: BENEFITS**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) is committed to providing benefits that are externally competitive.

**Guidelines**

LISA will provide the most comprehensive benefit package possible given operational and financial restraints.

Where possible, benefits will include dental, vision care, medical, extended health, and group life and accidental insurance.

LISA and / or the carrier may change, add to, or discontinue a benefit.

LISA will request a review of:

- the benefit package at least every five years concurrent with the LISA salary band review; and
- the benefits service provider periodically to ensure that LISA and the employees are receiving the best value and service for the premiums.

Employees:

- may waive some or all of the coverage; and
- will begin to receive the benefits six months after starting.

LISA will pay 100% of the premiums after the employee has successfully completed six months' employment.

**POLICY 404: RECRUITMENT AND SELECTION**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) recruits and selects candidates so that every position is staffed by the most qualified candidate.

**Guidelines****Staffing**

The Board will staff the Executive Director position on the basis of merit and required qualifications under the *Societies Act* and the bylaws.

The Executive Director to do the same for all other LISA positions.

Recognizing that current employees know and understand the Society, the Board or Executive Director as appropriate will first consider current employees who would be well-qualified and who are interested in the vacant position.

If there is no suitable internal candidate or if there are not enough to ensure that the most qualified person is found for the position, the Board or Executive Director as appropriate may also consider external candidates.

The Executive Director may delegate responsibility to the direct manager of the position to be filled.

**Offers of employment**

All offers of employment will take the form of an Employment Contract.

The Employment Contract will:

- describe the services to be provided (duties to be performed);
- stipulate the salary and benefits;
- state the vacation entitlements and sick leave allowances at the start of employment
- provide the start date;
- outline the conditions of termination; and
- be signed by both parties.

The current job description will be appended to the Employment Contract.



**POLICY 405: PROBATION**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) recognizes that both the organization and an employee who takes on a new job with LISA need time to determine if the staffing decision will work well for all parties.

**Guidelines**

This policy applies to:

- new hires;
- employees who are transferred to a different position within LISA; and
- employees who are promoted within LISA.

LISA recognizes that it takes some time for an employee to fit into a new organization and / or to learn a new job.

LISA and the employee use the probationary period to determine whether there is a good cultural ‘fit’ and whether or not the employee will be successful in the position.

LISA wants to see all employees succeed.

The Board Chair will provide orientation, on-the-job training, guidance and feedback during the probationary period for the Executive Director.

The Executive Director will provide orientation, on-the-job training, guidance and feedback during the probationary period for all other positions.

The probationary period:

- will normally be no less than six months for a clerical employee and no more than one year for a manager;
- may be the minimum amount if the employee has previously been a LISA permanent or temporary employee;
- may be extended if the employee’s responsibilities and / or reporting relationships change;
- may be extended if the employee has been absent for a substantial amount of time during the period and LISA has determined that the absence was for good cause; but
- in no case will exceed 14 months; and
- can only be waived by the Board for the Executive Director or by the Executive Director for all other employees.

Performance will be reviewed during the probationary period in accordance with the policy on Performance Management but with particular emphasis on providing on-the-job training.

If LISA terminates the employee or if the employee leaves during the probationary period, they will do so in accordance with Policy 411, Termination.



**POLICY 406: ALTERNATIVE EMPLOYMENT ARRANGEMENTS**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) establishes the employment arrangements to meet operational requirements.

**Guidelines**

Because LISA provides direct service to members and other clients, the Executive Director must ensure that the office is appropriately staffed during business hours.

Where operationally feasible and desirable, the Executive Director may:

- hire part-time employees; and
- consider job-sharing.



**POLICY 407: CONFLICT RESOLUTION**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) recognizes that there is the potential for conflict in any organization that, if not dealt with appropriately, can impact the individuals and organization.

**Guidelines**

Discussions can range from the exchange of ideas and creativity, which is healthy and encouraged, to conflict that left unresolved, can be destructive.

“**conflict**” means a disagreement between two or more people that is likely to result in a high degree of their individual dissatisfaction, reduced productivity, a decrease in service, increased volunteer or work-related stress, claims of harassment, or a hostile environment.

Conflict can arise at the Board level and within the organization. LISA will deal with the conflict regardless of whether it is between Board members or within the organization.

LISA will have an internal four step, progressive procedure for dealing with such conflict. If not resolved, the final step will be mediation through an external, third-party mediator.

**Step 1: Individual resolution**

The parties are encouraged to resolve differences between themselves.

**Step 2: Management resolution**

Where individual resolution is not satisfactory, either of the parties can raise the issue with:

- the Board Chair if the issue is within the Board; or
- his or her manager.

The Board Chair or manager, as appropriate, will:

- discuss the conflict with all parties and work towards a mutually satisfactory resolution; and
- document the conflict and steps taken to resolution.

**Step 3: Executive Director resolution**

If either party is not satisfied with the management resolution, he or she may escalate the issue to:

- the Executive Director; or
- Executive Committee if the disagreement is with the Executive Director.

The Executive Director:

- may seek advice and / or assistance from an external third party; or
- may obtain the services of a mediator; and
- will continue to document the steps taken towards resolution.



**Step 4: Final Review**

If the Executive Director is unable to satisfactorily resolve the conflict, any of the parties can raise the issue through the Board Chair to the Executive Committee in their capacity as Ombudsperson.

The Board's decision is final.

Any further conflicts will be considered as a potential harassment and dealt with under the Harassment Policy.

**POLICY 408: HARASSMENT AND DISCRIMINATION**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) is committed to providing an environment that is free of discrimination and that upholds the dignity, self-esteem and fair treatment of all LISA members, volunteers and employees.

**Guidelines**

In line with Policy 110, Human Rights Protection, all LISA members, volunteers and employees have the right to:

- bring forward a complaint of discrimination, harassment or disrespectful conduct;
- know the allegations made against him or her and by whom the allegations were made;
- be given an opportunity to respond to the allegations; and
- have a fair and timely resolution process.

The Executive Committee will deal with allegations made against the Executive Director. The Executive Director will deal with all other allegations.

This policy does not prevent an individual from:

- pursuing action through an alternate resolution procedure, including legal action; or
- seeking legal advice and / or having legal representation in the LISA process.

LISA will not investigate the complaint if it is being or has been dealt with through another process.

**Definitions**

**Discrimination** is the denial of:

- employment, opportunity, employment benefit, or any term or condition of employment; or
- service, use of a facility, or opportunity that is customarily available
- on the grounds of race, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical or mental disability, sex, sexual orientation, or age.

**Harassment** may take the form of disrespectful conduct, sexual harassment, or criminal harassment.

**Disrespectful conduct** is any remark, behaviour or communication that is known or ought reasonably to be known to be unwelcome or that causes offence, humiliation or intimidation. Disrespectful Conduct includes but is not limited to:

- profanity, name calling, yelling, abusive language;
- verbal or physical threats;
- malicious gossip or rumour mongering;



- purposely ignoring questions or requests of colleagues or withholding information.

**Sexual harassment** is any comment or conduct of a sexual nature that is known or ought reasonably to be known to be unwelcome, offensive, intimidating, hostile, or inappropriate. Sexual harassment includes but is not limited to:

- unwelcome sexual remarks, jokes, innuendos, or taunting about a person's body, attire, gender, or sexual orientation;
- unwelcome or inappropriate physical contact such as touching, kissing, patting, hugging, or pinching;
- unwelcome inquiries or comments about a person's personal life of a sexual nature or sexual preference;
- persistent requests for social contact outside of LISA;
- leering, whistling, or other suggestive or insulting sounds;
- posting or displaying sexually-oriented materials; and
- requests or demands for sexual favours which include, or strongly imply, promises of rewards for complying and / or threats of punishment for refusal.

**Criminal harassment** is any action that causes or may reasonably be expected to cause the victim to fear for his or her safety. Criminal harassment:

- generally consists of repeated, unwanted contact or actions carried out over a period of time; and
- is a federal offence so falls outside LISA's jurisdiction.

LISA will cooperate fully with law enforcement to create an environment free from criminal harassment.

#### Process

All complaints must be sent in writing to the Executive Committee or Executive Director as appropriate. The harassment complaint must be received no more than six months after the latest incident is alleged to have occurred.

The Executive Committee / Executive Director will:

- acknowledge receipt of the complaint within 10 working days;
- provide a reason if the complaint will not be pursued;
- provide a copy of the complaint to the respondent;
- advise all parties of their rights and responsibilities;
- meet with the complainant and respondent separately to review the allegations and response;
- identify the steps that have been taken to attempt to resolve the matter;
- interview others who witnessed the alleged incident(s);
- make every attempt to complete the investigation within 15 working days;
- provide a copy of the written report to the complainant and respondent; and
- determine what actions, if any, are needed.

The responsible body may have the investigation conducted by an independent third party. Any party who is not satisfied with the investigation may raise the matter to through the Board Chair to the Executive Committee in their capacity as Ombudsperson, and from the Executive Committee to the Board. The Board's determination is final.

#### Consequences





Anyone who is found to have harassed or discriminated:

- will be issued with a verbal warning on the first occasion;
- will be issued with a written warning on the second occasion;
- will be dismissed (employee), have his or her membership revoked (member) or be barred from LISA (volunteer).

If the complaint is considered to be trivial, frivolous, vexatious, or made in bad faith, the complainant will be subject to the same consequences.

#### Confidentiality

All those involved in the investigation, including the complainant, will maintain strict confidentiality. Personal information related to the complaint will not be disclosed unless required by law. The Executive Director will place written warnings to an employee on his or her personnel file. The Executive Director will hold all other documents in a separate file and under secure conditions.



**POLICY 409: DISCIPLINE**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

A Lower Island Soccer Association (LISA) has high standards for performance; one of the ways it achieves those standards is by addressing unsatisfactory and inappropriate behaviour.

**Guidelines**

LISA employees will, at all times, behave in a manner that is in compliance with legislation, the constitution and bylaws, and that is courteous, professional and service-oriented.

No LISA employee will be permitted to be impaired by alcohol or any other substance while conducting LISA business.

Employees are not permitted to have any illegal substances in their possession while conducting LISA business.

Employees who repeatedly behave in an unacceptable manner or who commit a serious one-time offence will be subject to the disciplinary process.

LISA will use progressive process to correct the behaviour by:

- bringing the issue(s) to the employee’s attention;
- giving the employee opportunities to recognize and change his or her behaviour; and
- matching the corrective actions and consequences to the offenses.

LISA may immediately terminate an employee with cause for gross misconduct, including but not limited to:

- a grievous breach of LISA policy or procedures;
- wilful misconduct, insubordination or failure to carry out the duties of the position;
- theft, misappropriation, inappropriate or unauthorised use of LISA premises or property;
- fraud, deceit, deception or dishonesty;
- violent, offensive or other intimidating conduct or language;
- conviction of a criminal offence punishable by indictment;
- action likely to cause serious injury; and
- conduct that may bring LISA into disrepute.

LISA will normally carry out the following progressive discipline but may, if the behaviour warrants, skip steps.

The Executive Director will be responsible for the process with respect to all other employees.

The Executive Committee, acting in its human resources management role, will be responsible for Steps 1 through 3 with respect to the Executive Director.



The Board will be responsible for Step 4 with respect to the Executive Director:

- Step 1: Meet with the employee to:
  - discuss the behaviour;
  - understand any contributory or extenuating circumstances;
  - ascertain his or her understanding of what is expected or required;
  - clarify expectations;
  - identify corrective actions and timing for those actions; and
  - document the discussion and place a copy on the employee's personnel file.
- Step 2: Meet with the employee to:
  - discuss the behaviour;
  - review the previous discussion;
  - identify corrective actions including but not limited to suspension from work;
  - issue a verbal reprimand; and
  - continue to document the process.
- Step 3: Provide a written warning that:
  - outlines the previous discussions;
  - states the corrective actions and timing of those actions;
  - states any punitive actions that will be taken;
  - the consequences if the behaviour persists; and
  - place a copy of the letter on the employee's personnel file
- Step 4: Dismiss the employee for cause.

**POLICY 410: TERMINATION AND SEVERANCE**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

In accordance with the *Employment Standards Act*, the Lower Island Soccer Association (LISA) may terminate employment.

**Guidelines**

LISA may terminate an employee with just cause without written notice or compensation.

LISA may terminate an employee's employment:

- at any time, without cause, and at the sole discretion of LISA.
- by providing the employee with either notice of termination, or pay in lieu of notice, or a combination of both in accordance with BC Employment Standards Act, or such other amount of reasonable notice in accordance with the employee's employment contract.

Any and all benefits enjoyed by the employee shall cease:

- on the date of termination; or
- such later period as determined by LISA in consultation with the benefits provider.

LISA shall provide the employee with the value of the benefits paid on the employee's behalf for any period of notice for which the employee does not have benefits coverage.

The LISA Board:

- may negotiate change to the notice period and / or termination compensation provisions for the Executive Director; and
- will ensure that the termination provisions are included in the Executive Director's Employment Contract.

The Executive Director:

- will negotiate the notice period and / or severance compensation for managerial employees;
- will apply the notice of termination provisions in accordance with the BC *Employment Standards Act* provision for all non-managerial employees; and
- will ensure that the termination provisions are included in the employment contract signed with each non-managerial and managerial employee.



**POLICY 411: HOURS OF WORK**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) has operating hours during which the office must be staffed in order to ensure that LISA can provide the required services.

**Guidelines**

LISA's:

- workweek is Monday to Friday; and
- standard workday for full-time employees is eight hours.

Periodically LISA has events outside the normal business hours at which the Executive Director<sup>14</sup> and / or an employee may be required to work.

The Executive Director, in consultation with the Board:

- may vary the office hours and staffing requirements to reflect the seasonality of LISA services;
- may reduce or increase attendance requirements to meet operational requirements<sup>15</sup>; and
- will require employees who are not needed to maintain the operations to take that time as leave.

For those employees with signed employment contracts, their working hours will be in accordance with that agreement.

For those employees without an employment contract, the hours of work will be in accordance with the BC *Employment Standards Act*.

To meet operational requirements, the Executive Director may vary the employee's:

- start and stop times;
- break times; and
- lunch break times.

If an employee will arrive late or needs to leave early, he or she must speak to his or her manager (see Policy 412, Absenteeism).

Employees are expected to take care of personal needs outside regular working hours.

Any employee who consistently does not adhere to their hours of work will be subject to Policy 410, Discipline.

<sup>14</sup> For example, to attend Board and Committee of the Board meetings.

<sup>15</sup> For example, in the "off-season" period and between Christmas and New Year.



**POLICY 412: ABSENTEEISM**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) can only meet its operational goals and service commitments and maintain a healthy workplace if all employees work their expected hours.

**Guidelines**

Employees who are chronically absent, or who consistently arrive late and / or leave early, reduce the quality and level of LISA’s operations and services, and adversely affect morale.

LISA, therefore, places a high value on attendance and punctuality.

Pre-approved absences (e.g., vacation or time off in lieu of overtime) and reasonable sick leave are not a concern.

At all other times, employees are expected to:

- be at work;
- speak their manager as soon as possible, but no less than 60 minutes before their start time, if they will be absent;
- have a responsible adult report on their behalf if they are incapacitated and incapable of self-reporting;
- report when they are likely to return to work; and
- maintain daily contact with the manager until they return to work.

Any employee who is absent for two or more consecutive working days without notification may be deemed to have quit.

LISA will monitor all unauthorized absences in order to take timely corrective actions if required.

Any action with respect to the Executive Director will be taken by the Executive Committee in line with their human resource management role.

Any action with respect to any other employee will be taken by the Executive Director.

At management’s sole discretion, the unauthorized absence will be taken as either time in lieu of banked overtime and / or leave without pay.

The manager and the employee will discuss any concerns with the number, frequency, duration or pattern of absences in order to identify the problem(s) and take corrective action.

Corrective action will escalate if the problem persists.

The process normally will be:

- verbal discussion;



- verbal warning;
- written warning from the manager acknowledged in writing by the employee;
- second warning letter signed by the employee;
- suspension without pay for up to five (5) days; and
- termination for cause.

**POLICY 413: STANDARD PAID TIME AND OVERTIME**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) has a standard work week for full-time employees.

**Guidelines**

LISA's standard workday for full-time employees is eight hours.

This includes time for one unpaid lunch break of 30 minutes.

LISA's standard work week is Monday to Friday, inclusive.

LISA thus pays full-time employees for 40 hours per week (exclusive of unpaid meal breaks).

Full-time employees will be paid for any overtime worked as required by the *Employment Standards Act*.

All overtime must be pre-approved by the employee's manager.

At management's sole discretion, employees: may be compensated for the overtime with time off in lieu of pay (i.e., compensatory time), pay, or a combination of compensatory time and pay. Employees

- will use compensatory time before taking leave without pay;
- will, if operationally feasible, use all compensatory time in the calendar year in which it was earned;
- may carry over unused compensatory leave into the next calendar year up to a limit of 0.5 times their annual vacation leave entitlement; and
- will be paid out for any residual compensatory time at the end of the calendar year.





**POLICY 414: VACATION AND STATUTORY HOLIDAYS**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

Lower Island Soccer Association (LISA) recognizes that employees are entitled to paid vacations and statutory holidays and that such leave is beneficial to the employee and the organization.

**Guidelines**

LISA:

- complies with the provisions in the *Employment Standards Act* related to statutory holidays, annual vacations; and
- makes every effort to accommodate the timing of vacation leave, subject to operational requirements.



**POLICY 415: LEAVES OF ABSENCE**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) will approve other types of leave as provided for in the Employment Standards Act.

**Guidelines**

LISA will provide coverage for the following types of job-protected leave in accordance with the Employment Standards Act:

- COVID-19 leave;
- maternity leave;
- parental leave;
- family responsibility leave;
- personal illness or injury leave;
- critical illness or injury leave
- compassionate care leave;
- bereavement leave;
- leave respecting the disappearance or death of a child;
- leave respecting domestic or sexual violence;
- reservists' leave; and
- jury duty leave.

Employees:

- are expected to give LISA as much notice as possible;
- must provide sufficient information for LISA to understand the reason for the leave request; and
- are not required to disclose personal or private information.

LISA will not use a leave of absence to:

- terminate an employee; or
- change a condition of employment without the employee's written consent.



**POLICY 416: PERFORMANCE MANAGEMENT**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) recognizes that performance management is as important to the organization to ensure that it achieves its goals as it is to employees to ensure that they achieve their job goals.

**Guidelines**

The LISA Board will set performance expectations for the Executive Director that aligns with the strategic plan, operating plan, budget, and the service agreement signed between the Board and the Presidents' Advisory Council.

The LISA Board will work collaboratively with the Executive Director to set performance expectations for the organization as a whole as well as for the Executive Director individually.

The Executive Director will be accountable for similarly managing the performance of all LISA employees.

Performance will be managed from a sound base that includes:

- an organization structure that has clear lines of authority and accountability;
- job descriptions that are comprehensive and accurate;
- goals that support the achievement of the Business Plan;
- performance expectations that are agreed-to by the manager and employee for the review period;
- performance measures and indicators that reflect both the results (what has been done) and behaviours (how it was done);
- reliable, objective information on the performance to structure the performance discussions;
- regular, positive feedback for a job well done and constructive feedback when improvement is needed; and
- plans that address training needs and identify development opportunities.

Performance goals will be:

- set at the beginning of each review period;
- the approved Business Plan for the Executive Director's results;
- the approved goals for each employee; and
- specific, measurable, achievable, realistic, and time-based.

Performance reviews will be done:

- during and at the end of any probationary period;
- at the completion of any major project or task; and
- after the first full year of employment, on an annual basis.



**POLICY 417: REWARDS AND RECOGNITION**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) rewards and / or recognizes employees and teams who make an outstanding contribution to LISA's success.

**Guidelines**

LISA shows its appreciation to employees:

- who take on additional workloads or tasks beyond their regular job descriptions;
- show exceptional teamwork; or
- who exceed performance expectations.

**Recognition**

LISA uses the recognition program to say, "Thank you". The recognition:

- can be for a job extremely well done;
- can be for taking on a task outside the normal job scope;
- can be in writing and / or verbally;
- is always specific (why the thanks); and
- is always timely.

A copy of any letter of recognition will be placed on the employee's HR file.

**Long Service Recognition**

LISA will recognize employees at each significant Length of Service Milestone (after five years, 10 years, 15 years, 20 years and more than 20 years).

**Reward**

LISA uses the rewards program when an employee's contribution merits acknowledgement above recognition. The reward:

- will be commensurate with the impact that the contribution has on the organization;
- can range from gifts with a limited dollar value to more substantial items; and
- must have Board approval if it is valued at \$250 or more per employee, per occasion.

**Performance Bonus**

LISA uses the performance bonus program when an employee's overall performance during the review period has exceeded the goals. Performance bonuses:

- must be substantiated by examples of the outstanding performance;
- will not normally exceed 10% of the employee's annual salary;
- will normally be paid from monies in the current operations budget or where this is not possible, may only be paid with Board approval; and
- must be approved by the Board for the Executive Director or the Executive Director for other employees.



**POLICY 418: EDUCATIONAL ASSISTANCE**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) recognizes the value of educational upgrading which is of mutual benefit to the employee and LISA.

**Guidelines**

LISA will assist employees to broaden their education in fields appropriate to their current or reasonably foreseeable future responsibilities with the Society.

To be eligible for educational assistance, the employee must:

- have successfully completed their probationary period;
- not be within a stage of disciplinary action; and
- have pre-approval from the Executive Director.

LISA will:

- wherever possible, identify the courses in the employee’s annual Development Plan;
- consider the expected benefit to LISA and the employee, the funds available, and any previous educational support given to the employee before approving the training or education;
- consider operational requirements with respect to timing;
- provide training if the job requires new skills or knowledge; and
- provide that training either on-the-job by current employees or through a training agency at LISA’s discretion;

Paid education leave will not:

- constitute overtime;
- place an employee in an overtime situation if the leave is taken during a regular workweek;
- exceed five days for each employee per financial year;
- cannot be carried-forward from one year to the next; and
- is not paid out at the end of employment.

If the training / education will take more than the allowable paid education leave, the employee will first use vacation leave and then un-paid leave to attend.



## PART 5. ADMINISTRATIVE POLICIES

### POLICY 500: PROTECTION OF PRIVACY

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

#### Policy Statement

The British Columbia *Personal Information Protection Act* (PIPA)<sup>16</sup> sets out how the Lower Island Soccer Association (LISA) may collect, use and disclose personal information<sup>17</sup>.

#### Guideline

Directors, committee members, and employees must strictly adhere to the requirements of PIPA and this policy.

LISA is accountable for how it manages personal information in its custody or control<sup>18</sup>.

The Executive Director will have processes that meet the privacy requirements for both member and employee information.

With respect to member information, the Executive Director will:

- obtain consent for the collection, use and disclosure of information;
- collect, use and disclose information for reasonable, stated purposes only;
- provide individuals with access to their own information and otherwise only release information if required to do so by law;
- make reasonable efforts to ensure that personal information is accurate and complete;
- establish reasonable safeguards to protect personal information from unauthorized access;
- set up retention schedules and securely destroy the information when it is no longer needed;
- designate an employee to be responsible for compliance; and
- make the responsible employee's name and contact information publicly available.

With respect to employee information, the Executive Director will:

- collect, use and disclose employee personal information only for recruiting, managing, compensating, or releasing personnel.

Action will be taken against anyone who contravenes this policy.

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<sup>16</sup> See [https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/03063\\_01](https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/03063_01)

<sup>17</sup> Personal information is any information that can identify an individual (e.g., name, address, phone number, membership number), and information about an individual (e.g., credit card and employment information).

<sup>18</sup> The organization has custody of the regardless of where it is stored, the format or how it is stored (See *Societies Act* Part 3, Division 2 Society Records).



The Board can:

- revoke membership;
- remove an elected or appointed director;
- remove a committee member; and
- take disciplinary action against the Executive Director, up to and including dismissal for cause.

The Executive Director can:

- take disciplinary action against the employee, up to and including dismissal for cause.

**POLICY 501: RECORDS MANAGEMENT**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

Lower Island Soccer Association (LISA) will maintain its records so that the Society complies with the requirements under the *Societies Act*.

**Guidelines**

Society records

Part 3, Registered Office and Records of the Act specifies how the society's records are to be managed and distributed.

Division 2 Society Records, specifies:

- 20 Records to be kept
- 21 Old records need not be kept
- 22 Location of records
- 23 Maintenance of records
- 24 Inspection of records
- 25 Inspection of register of members may be restricted
- 26 Inspection of register of directors
- 27 Copies of records
- 28 Copies of financial statements

Division 3, Distribution of Records, specifies:

- 29 How record is sent
- 30 How record is delivered
- 31 When society receives record
- 32 How record is served on society.

Financial Records

Part 4, Finance, specifies the requirements for financial records and reporting.

Division 2, Financial Statements, specifies:

- 35 Financial statements
- 36 Reporting on remuneration of directors, employees and contractors
- 38 Issuance of financial statements

These are modified by Part 12, Special Societies.

Division 1, Member-Funded Societies:

- 195 Access to financial statements of member-funded society; and
- 196 Reporting on remuneration for member-funded society.

LISA will keep proper accounting records of all its financial transactions including:

- all money received and disbursed with the reason for the transaction; and





- on every asset and liability.

#### Administrative Records

LISA will keep administrative documents such as:

- terms and conditions of insurance coverage;
- terms and conditions of liability and indemnification insurance; and
- real property appraisals.

LISA will retain and dispose of administrative records as required under Part 3, Registered Office and Records, Part 3, Registered Office and Records, Division 2 Society Records:

- 20 Records to be kept; and
- 21 Old records need not be kept.

#### Employee Records

LISA will keep employee records including but not limited to:

- name\*;
- date of birth;
- home address, home telephone number and cell phone number\*;
- marital status (for benefits purposes only)\*;
- Social Insurance Number (for legislated purposes only)\*;
- emergency contact name, relationship, telephone number(s), email, and address\*;
- application form and résumé;
- reference check documentation;
- employment contract (including all terms and conditions of employment);
- job description;
- benefit and entitlement (e.g., banked overtime, sick leave, vacation leave) status and history, and related information (e.g., medical certificates);
- compensation status and history;
- performance management information (e.g., goals set for review periods, performance data, performance review documentation);
- reward and recognition documentation;
- development and training;
- promotions and changes in positions;
- disciplinary actions;
- investigations; and
- termination / resignation / retirement data.

Employees will notify the Executive Director of any changes to their base data (identified with an '\*' above). LISA will treat all employee information in strict confidence. The Executive Director will ensure that the information is secure and accessible by only those requiring the data. Employee records will be kept for two years after the last date of employment.

#### Working papers

Working papers may be destroyed once they have been used.



**POLICY 502: INTELLECTUAL PROPERTY**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

As part of their job duties, Lower Island Soccer Association (LISA) employees may produce materials that could be covered by copyright.

**Guidelines**

LISA employees may produce materials for LISA such as reports, brochures, training programs and training manuals, publications, and information to be loaded on websites or social media.

LISA owns any materials that are developed during the course of employment, regardless of form or format.

Any materials that are developed by the employee before being employed by LISA or outside of their job duties with LISA, are owned by the employee.

If the employee changes the materials he or she owns for LISA's use, he or she retains the right to the base materials. If the changes were made as a part of their job duties, LISA has the right to use but not to further alter or own the materials.

In special circumstances where the employee and LISA agree in advance, the copyright may be shared or owned entirely by one of the parties.



**POLICY 503: EQUIPMENT AND FACILITY USAGE**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

Lower Island Soccer Association (LISA) employees may use LISA equipment solely for business purposes.

**Guidelines**

LISA provides employees with the equipment they need in order to carry out their duties; the equipment is to be used for that purpose only.

LISA has the right to access all systems and files on its equipment to verify the use of the equipment and / or the information being stored.

All information that is stored on or transmitted using LISA equipment becomes the Society's property.

LISA employees:

- may not load any software (including screensavers, chat programs, games or any other utility) onto their computers without the Executive Director's written approval;
- who connect externally to the corporate system(s) must ensure that the connection and correspondence is secure;
- may only access the internet to find specialized information needed to do their jobs;
- may only download files from the Internet that they accessed on a regular basis to perform their duties;
- will not under any circumstance use the equipment to obtain, view or reach any pornographic or other sites that the average person is likely to find objectionable;
- will not set up a profile that includes the LISA name or identifying information on a social networking site (e.g., Linked In, Facebook and Twitter) without the Executive Director's prior approval;
- will not upload photographs of co-workers, whether at LISA events or otherwise, without the consent of the persons in the photos and the Executive Director's express approval;
- will not post any information on any co-worker on any social media site without their consent and the Executive Director's approval;
- will be held accountable for all activities conducted using their user names and passwords;
- who have the use of moveable equipment (e.g., a laptop, cell phone, or BlackBerry) are responsible for ensuring that it is secure and protected at all times; and
- who knowingly misuses the Internet, email, voicemail or any other equipment will be subject to disciplinary action.



**POLICY 504: EMERGENCY RESPONSE AND BUSINESS CONTINUITY**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) is committed to supporting the safety of volunteers, members, visitors and employees on the LISA premises.

**Guidelines**

LISA will:

- have an up-to-date Emergency Response Plan on how it will deal with a major disaster;
- ensure that all employees are familiar with the Emergency Response Plan and understand the action they must take;
- carry out regular emergency preparedness drills;
- be equipped with at least enough supplies in each LISA office to last 72 hours for the average number of people in the premises on any given day; and
- secure the office equipment in case of an earthquake.

The Executive Director:

- will have a Business Recovery and Continuity Plan; and
- ensure that electronic records are backed so that they can be recovered.

Not all emergencies will require the same level of response. Appropriate responses will be dictated by the severity of the event and its effect on the health and safety people and property.



**POLICY 505: ENVIRONMENT**

VERSION HISTORY	
Date of Original Version	March 2021
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

The Lower Island Soccer Association (LISA) is committed to promoting and maintaining environmentally responsible practices.

**Guidelines**

LISA recognizes that action in the workplace can have an impact on those who use the LISA premises and on the environment.

LISA will:

- strive to create an eco-friendly workplace;
- become carbon neutral;
- comply with applicable regulations and industry standards;
- support workplace pollution prevention and minimization programs;
- support 'reduce, re-use, and recycle' in the workplace;
- use materials and energy efficiently to conserve natural resources;
- purchase equipment and supplies that are environmentally sound;
- minimize the use of hazardous products, substituting green alternatives where possible;
- set and review environmental objectives and monitor performance; and
- provide smoke- and perfume-free premises.



## PART 6. OPERATIONAL POLICIES

### POLICY 600: LISA DISTRICT BOUNDARIES

VERSION HISTORY	
Date of Original Version	June 2023
Date of Revised Version	
Date Last Reviewed	

#### Policy Statement

LISA adheres to the geographic boundaries defined by BCSA in their Youth District Boundaries Policy.

LISA adheres to the 'player first' principle that allows players free to choose the Member they wish to register with.

#### Scope

This policy applies to all LISA-related activities taken by LISA directors, staff and members.

#### Guidelines

BC Soccer:

- provides the geographical operating structure for soccer in BC; and
- creates youth district geographical boundaries in consultation with the impacted youth district associations.

LISA boundaries:

- are the Chemainus River to the north, and the USA border to the east, west, and south.

LISA and LISA Full Members will:

- strive to collaborate and coordinate activities with bordering districts, subject to approval by BCSA.

Players:

- may choose to join any Member (organization) but may only register with one Full Member (organization) at a time; and
- living outside the LISA district boundaries who wish to participate in LISA member activities are subject to BCSA rules.

**POLICY 601: EXPECTED BEHAVIOUR**

VERSION HISTORY	
Date of Original Version	June 2023
Date of Revised Version	
Date Last Reviewed	

**Policy statement**

LISA expects participants in sanctioned soccer activities to act with good sense and common decency.

LISA recognizes individuals' right to report behaviour that they consider inappropriate.

LISA commits to ensuring that allegations are dealt with swiftly, objectively, and by the appropriate body.

**Scope**

This policy applies to all participants and all aspects of LISA-sanctioned soccer activities

**Guidelines**

LISA:

- will have Codes of Conduct in the Rules & Regulations that meet the standards set by the Government of British Columbia, FIFA, CSA, and BCSA;
- will ensure that the Codes of Conduct are current and reflect situational changes;
- will ensure that the Codes of Conduct provide clear procedures for dealing with all allegations of violations;
- will monitor compliance with the Codes of Conduct; and
- will ensure that violations are dealt with appropriately.

The Executive Director:

- will monitor LISA and Member compliance with the Codes of Conduct;
- will report to the Board on violations that cannot be or were not dealt with appropriately by the Members;
- will report to the Board on the status of compliance in the District as a whole and by each Member organization; and
- will make recommendations to the Board on changes to policies and practices in order to achieve the purpose.

Members:

- will comply with the policy and the Codes of Conduct;
- will disseminate information on the Codes of Conduct within their organization;
- will be accountable for the behaviour within their organization and may be sanctioned for misconduct on the part of participants in their activities;
- will monitor and report to their board on compliance with the Codes of Conduct and on potential problem areas;
- will make all reasonable efforts to discourage or prevent violations;
- will escalate allegations of violations that cannot be successfully or appropriately resolved within their organization; and



- will report to LISA on violations in compliance with the procedures in the Rules & Regulations.

All participants in sanctioned soccer activities:

- will comply with the Codes of Conduct; and
- have the right to report behaviour that they believe violates the Codes of Conduct.





**POLICY 602: DIVERSITY, EQUITY AND INCLUSION POLICY**

VERSION HISTORY	
Date of Original Version	June 2023
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

LISA:

- actively welcomes and encourages everyone to participate in soccer in LISA Member Organizations;
- is committed to serving the wider soccer community, involving those parts of the community who would participate if they felt included;
- promotes diversity and equity, fosters inclusion, embraces differences, and removes barriers within the district; and
- follows CSA and BCSA guidelines on diversity, equity, and inclusion.

**Scope**

This policy:

- applies the CSA Guide to Accessibility and Inclusion<sup>19</sup>
- is based on BCSA’s Diversity, Equity and Inclusion (DEI) Policy; and
- applies to LISA and all LISA Members.

**Guideline**

The LISA Board:

- will set strategic goals to achieve diversity on the Board of Directors and its committees;
- will conduct an annual self-assessment against the strategic goals;
- will seek feedback to maintain their commitment to being a “DEI organization”; and
- will take recommendations from the Canada Soccer Guide to Accessibility and Inclusion<sup>20</sup> when developing policies, procedures, programs, and internal operations.

LISA board and staff:

- will promote diversity to the community in order to achieve diversity in all aspects of soccer in the District;
- will participate in DEI training;
- will identify and make accommodations to support DEI within the District;
- will actively promote initiatives to support DEI in the District;
- will actively seek viewpoints and experiences from the soccer community to foster a DEI environment in the District;
- will provide Members with educational initiatives and resources on DEI;

<sup>19</sup> [https://canadasoccer.com/wp-content/uploads/2021/04/20210412\\_GuidetoAccessibilityandInclusion\\_EN.pdf](https://canadasoccer.com/wp-content/uploads/2021/04/20210412_GuidetoAccessibilityandInclusion_EN.pdf)

<sup>20</sup> [https://www.canadasoccer.com/wp-content/uploads/2021/04/20210412\\_GuidetoAccessibilityandInclusion\\_EN.pdf](https://www.canadasoccer.com/wp-content/uploads/2021/04/20210412_GuidetoAccessibilityandInclusion_EN.pdf)



- will encourage Members to utilize and disseminate relevant DEI resource materials available from LISA and other organizations; and
- will identify segments of the community that are underserved to foster DEI and promote inclusivity.

Full, Provisional Full, and Affiliate Members:

- will ensure that their boards and staff have been trained on DEI;
- will identify and make accommodations to support DEI in their organizations;
- will actively seek viewpoints and experiences with respect to DEI from their organization members and players; and
- will be encouraged to take advantage of the educational initiatives and resources from LISA to foster DEI in their organizations.

**POLICY 603: RISK MANAGEMENT**

VERSION HISTORY	
Date of Original Version	June 2023
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

LISA upholds the duty of care to protect the health and safety of all soccer participants. All individuals involved with soccer in the District must have appropriate clearance.

**Scope**

This policy:

- aligns with BCSA's Criminal Record Check Policy<sup>21</sup>; and
- applies to all LISA directors, staff, volunteers, contract workers, and Members.

**Guidelines**

The LISA Board:

- will oversee Duty of Care / Risk Management in the District;
- will ensure that risk management policies and practices are current and reflect situational changes;
- will ensure that the LISA risk management procedures specify the level of clearance required for each person in LISA and the LISA Member organizations<sup>22</sup>;
- will direct the Executive Director to appoint a LISA Risk Management Officer; and
- will submit a Criminal Record Check Compliance Report each year by the date and in the format provided by BC Soccer.

The Executive Director:

- will appoint and oversee the LISA Risk Management Officer;
- will advise the Board on risk management;
- will report to the Board on the status of risk management in the District as a whole and on each Member organization; and
- will make recommendations to the Board on changes to policies and practices in order to protect the health and safety of all participants.

The LISA Risk Management Officer:

- will report to the Executive Director;
- will provide functional direction to the Member Risk Management Officers;
- will ensure that Member Risk Management Officers have access to risk management training and information;
- will work with the Member Risk Management Officers to ensure consistency and accuracy of implementation;

<sup>21</sup> <https://www.bcsoccer.net/media/4yekn30u/criminal-record-check-policy.pdf>

<sup>22</sup> Criminal Record Checks, Vulnerable Sector Checks or Enhanced Police Information Checks



- will monitor Members' risk management practices to ensure that they are in compliance with LISA risk management requirements;
- will report to the Executive Director on the status of compliance; and
- will advise the Executive Director on changes to policies and procedures to ensure that these are current and effective.

Members' Risk Management Officers:

- will report operationally within their own organizations;
- will take functional direction from the LISA Risk Management Officer;
- will adhere to all risk management policies and the practices in the LISA Rules and Regulations document.;

Anyone associated with LISA or a LISA Member who is charged or convicted of an offense:

- must report the charge or conviction to LISA or the LISA Member within 24 hours;
- must obtain a new Criminal Record Check, Vulnerable Sector Check or Enhanced Police Information check (if applicable) within timelines specified by LISA or the LISA Member as applicable; and
- will be informed by LISA or the LISA Member if they may continue carrying out his or her duties.



**POLICY 604: COACHING**

VERSION HISTORY	
Date of Original Version	June 2023
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

LISA supports the requirement for all coaches to provide a safe, enjoyable, and developmentally-appropriate environment for all District players.

**Scope**

This policy:

- applies to all coaches of any teams and programs within the District; and
- aligns with Canada Soccer’s Safe Sport Roster<sup>23</sup> and BCSA’s Coach Requirement Policy<sup>24</sup>.

**Guidelines**

The LISA Board:

- will oversee coaching requirements management in the District;
- will ensure that coaching policies and practices are current and reflect situational changes;
- will ensure that the LISA coaching procedures specify the level of clearance required for each person in LISA and the LISA Member organizations<sup>25</sup>; and
- will direct the Executive Director to appoint a LISA Coaching Director.

The Executive Director:

- will appoint and oversee the LISA Coaching Director;
- will advise the Board on coaching issues and management;
- will report to the Board on the status of compliance in the District as a whole and on each Member organization; and
- will make recommendations to the Board on changes to policies and practices in order to achieve the purpose.

The LISA Coaching Director:

- will report to the Executive Director;
- will provide functional direction to the Member coaches;
- will ensure that Member coaches have access to coaching training and information;
- will report to the Executive Director on the status of compliance with CSA, BCSA and LISA coaching requirements; and
- will advise the Executive Director on changes to policies and procedures to ensure that these are current and effective.

Members’ coaches:

<sup>23</sup> <https://canadasoccer.com/play-landing/safe-sport/>

<sup>24</sup> <https://www.bcsoccer.net/media/azmp10bn/coach-requirement-policy-june-2023.pdf>

<sup>25</sup> Criminal Record Checks, Vulnerable Sector Checks or Enhanced Police Information Checks



- must meet the standards in the BCSA “Coach Requirement Policy”<sup>26</sup>;
- will report operationally within their own organizations;
- will take functional direction from the LISA Coaching Officer;
- will adhere to all coaching policies and the practices in the LISA Rules and Regulations document. and the BCSA Coach Requirement policy.

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<sup>26</sup> <https://www.bcsoccer.net/media/azmp10bn/coach-requirement-policy-june-2023.pdf>



**POLICY 605: REGISTRATION**

VERSION HISTORY	
Date of Original Version	June 2023
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

LISA supports the principle that all players have the right to be registered at an age- and skill level that will optimize their enjoyment and development.

**Scope**

This policy:

- aligns with BCSA’s Registration Procedures<sup>27</sup>; and
- applies to all LISA Members.

**Guidelines**

BCSA:

- will provide insurance coverage for registered players and teams for all sanctioned activities; and
- will not refund any registration fees.

LISA:

- will establish a standing committee, the LISA Registrars Committee:
  - chaired by the LISA Registrar;
  - with the LISA Member organization registrars as members;
  - meets at least twice in each season
  - monitors the registration program; and
  - reviews the registration procedures, rules, regulations and policies
- will ensure that Members are aware of registration dates and requirements.

The Executive Director:

- will inform the Members of the deadline for sending the player and team registration data;
- will inform the Members of the fees that must be Paid to LISA for forwarding to BCSA
- will upload registration data onto the BCSA player registration system<sup>28</sup>;
- will upload the player information and pay the required fees to BCSA by the BCSA deadline<sup>29</sup>; and
- will report to the Board on Member organizations’ player and team registrations.

LISA Members:

- will assign or appoint an individual to be their registrar;
- will provide player and team registration to LISA in the required format;

<sup>27</sup> <https://www.bcsoccer.net/media/n2taaote/registration-procedures-june-2023.pdf>

<sup>28</sup> <https://soccerreg.ca/#/>

<sup>29</sup> <https://support.interpodia.com/knowledge/soccerreg-how-to-upload-registrations>



- will send the required information to LISA at least one week before the BCSA deadline;
- will pay the fees to LISA at the same time; and
- may seek short-term registration permits from BCSA to allow non-registered players to participate in a tournament or exhibition match.





**POLICY 606: MEDIA RELATIONS**

VERSION HISTORY	
Date of Original Version	June 2023
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

LISA and its Members use media to build awareness of BCSA-sanctioned soccer within the district, enhance the effectiveness of internal and external communication, and facilitate interaction between LISA members.

**Scope**

This policy:

- aligns with the BCSA policy on social media<sup>30</sup>;
- is intended to protect LISA’s reputation and that of its Members;
- is intended to foster a culture of positive, open, accessible communication; and
- applies to communication by the Board, committees and working groups, Members, and staff on social media.

**Guidelines**

The LISA President and the Executive Director:

- may provide information on behalf of LISA; and
- may delegate responsibility in specific instances to a Board member or the Executive Director.

The Board:

- may delegate responsibility for communication on all media related to operational matters to the Executive Director.

Any person interacting with the media, regardless of the format:

- must ensure that the communication:
- is respectful, appropriate and professional;
- complies with all LISA policies, in particular, Policy 604, Conduct and Ethics and Policy 603, Diversity, Equity and Inclusion Policy; and
- does not contain confidential or personal information;
- will not post personal opinions;
- will not speak on behalf of LISA unless authorized to do so;
- must keep in mind how the communication may reflect on LISA;
- will keep in mind that all social media postings may be permanent even if deleted and that social media platforms can be illegally accessed; and
- must clearly indicate when they are speaking on LISA or its Members’ behalf and when they are speaking as an individual.

<sup>30</sup> <https://www.bcsoccer.net/media/jgyhvk3n/socialmediapolicy.pdf>

**POLICY 607: RULE OF TWO**

VERSION HISTORY	
Date of Original Version	June 2023
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

LISA is committed to protecting:

- the health and safety of all youth players;
- the right of everyone to participate in an open, safe and inclusive environments free of abuse, harassment, discrimination; and
- everyone's right to enjoy the sport at whatever level or capacity they participate in.

**Scope**

This policy:

- applies to all LISA directors, staff and members.
- applies to all participants in LISA-sanctioned soccer, including players, team officials, match officials, spectators, directors, employees and volunteers; and
- aligns with Canada Soccer and BCSA's Rule of Two Policy<sup>31</sup>.

**Guidelines**

All adult interactions with individual minors, whether physical or through electronic means:

- must protect the health, safety and wellness of all participants;
- must be open, observable, and justifiable;
- must, with possible exceptions in emergency situations, have more than one adult present, preferably the parent / guardian;
- must take place within earshot and in view of other individuals if the interaction is physically in person;
- must be communicated directly to the parent / guardian of the individual minor, copied to another adult if the communication is by email;
- must not be by phone or text messaging without parental / guardian consent; and
- must have at least one other adult in attendance if the communication is on a virtual meeting platform.

<sup>31</sup> [https://www.canadasoccer.com/wp-content/uploads/2020/12/CanadaSoccer\\_RuleOfTwo\\_EN.pdf](https://www.canadasoccer.com/wp-content/uploads/2020/12/CanadaSoccer_RuleOfTwo_EN.pdf)



**POLICY 608: SMALL SIDED SOCCER DEVELOPMENT**

VERSION HISTORY	
Date of Original Version	June 2023
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Date Last Reviewed	

**Policy Statement**

LISA supports and promotes responsible and beneficial age-appropriate game and training environments.

LISA and LISA Full Members apply Canada Soccer’s Long Term Player Development (LTPD)<sup>32</sup> and Grassroots Standards<sup>33</sup> and BCSA’s Small Sided Development Policy<sup>34</sup> where there are fewer than 11 players per side.

**Scope**

This policy aligns with CSA’s LTPD stages:

- Stage 1: Active Start: for players aged under 6 where adults and children play together informally with no goalkeeper and no competitive games.
- Stage 2: Fundamentals: for players under age 7 to under age 9 where there is either a goalkeeper or a reduced goal size
- Stage 3: Learn to Train: for players under age 10 to under age 13
- Stage 7: Soccer for Life: for players under age 14 and older

The BCSA website has the detailed description for each of these stages:

<https://www.bcsoccer.net/media/nk2awspe/bcsoccersmallsidedsoccerdevelopmentpolicy.pdf>

**Guidelines**

Full Members:

- will form teams from all registrants each year;
- will use a ‘player-first’ approach;
- will use a random or balanced approach for all players under age 10 and a random, balanced or streamlined approach for players aged under 11 to aged under 13;
- will respect the participation and developmental needs of all participants;
- will not refer to or promote a “try out” mentality in their organization and team atmosphere;
- will conduct all evaluations and assessments under the direction and guidance of their organization’s technical lead, supported by experienced and trained coaches;
- may use a responsible, ongoing, progressive evaluation and assessment for player identification, selection and placement;
- will conduct ongoing evaluations to support coaching staff in their player assessments;

<sup>32</sup> [https://www.canadasoccer.com/wp-content/uploads/resources/Pathway/EN/CanadaSoccerPathway\\_LTPDCommunityGuide\\_EN.pdf](https://www.canadasoccer.com/wp-content/uploads/resources/Pathway/EN/CanadaSoccerPathway_LTPDCommunityGuide_EN.pdf)

<sup>33</sup> <https://www.canadasoccer.com/play-landing/canada-soccer-grassroots-standards/>

<sup>34</sup> <https://www.bcsoccer.net/media/nk2awspe/bcsoccersmallsidedsoccerdevelopmentpolicy.pdf>



- will use a universal non numbering system for each player's competencies over a period of time and in multiple environments in order to avoid subjectivity; and
- will not record or post game results and/or standings for plyers under 12 and younger.

### **Applicable standards**

LISA and Full and Provisional Full Members:

- must adhere to CSA and BCSA age-specific standards for:
- game format;
- game duration;
- field dimensions;
- goal dimensions;
- ball size; and
- repeat line implementation.



**POLICY 609: PLAYING UP OR DOWN**

VERSION HISTORY	
Date of Original Version	June 2023
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

LISA promotes an “individual player first” approach to player development.

This allows players to play in the age group suitable for their development and soccer experience.

LISA applies BCSA rules and regulations governing the registration of players.

**Scope**

This policy applies to all Full, Provisional Full, and Affiliate Members.

**Guidelines**

All Members:

must apply the approved standards.

Procedures and definitions of related terms are in the Rules and Regulations document.

**Standards**

Full Members:

- may not register a player in an age group lower than the player’s age by January 1<sup>st</sup> of the season;
- may register players in a lower age group:
- who are physically or cognitively challenged/disabled so cannot participate positively with their age group,
- who do not have a playing environment available for their age group, and
- if their playing development is considered to be below their age group;
- may register a player in group higher than the player’s age by January 1<sup>st</sup> of the season if:
- there is no playing environment available for the age group, and
- if their playing development is considered to be above their age group;
- may only register teams to play in a program, division, or league that is age appropriate for the team players<sup>35</sup>;
- must designate a technical lead and that individual must have a completed BC Soccer Playing Up and Down Form on file;
- must follow these playing times for underage players playing up:
- Under 6 to Under12: equal playing time, and
- Under 13 to Under 18: minimum playing time of 50% (over the season not just one match); and

<sup>35</sup> See BC Soccer’s Rule 2 - Player Age Limits ([https://www.bcsoccer.net/media/kgwhjbu3/2022-bc-soccer-rules-and-regulations\\_final.pdf](https://www.bcsoccer.net/media/kgwhjbu3/2022-bc-soccer-rules-and-regulations_final.pdf) page 7)



- may not permit a player who plays down to participate in any Provincial Cup competition outside of their chronological age group.



**POLICY 610: OUT OF PROVINCE / DISTRICT TRAVEL**

VERSION HISTORY	
Date of Original Version	June 2023
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

LISA may support Member teams and players when they:

- travel outside the LISA geographic boundaries for competitions or tournaments, or
- compete inside the LISA geographic boundaries against teams from outside those boundaries.

**Scope**

This policy applies to all LISA Full Members.

**Guidelines**

All Full and Provisional Full Members:

- must follow the approved processes for travel out of the LISA district but within the Province, out of Province but within Canada, and out of Canada.

**Travel within the Province**

Full and Provisional Full Members:

- must submit travel requests to LISA for approval;
- must receive LISA endorsement; and
- must not be in debt to LISA in order to apply to LISA for:
- travel approval ;or
- financial support.

LISA

- must receive Full Member travel requests; and
- will forward endorsed travel requests to BCSA.

**Travel out of Province**

Full Members:

- must be in good standing with LISA and BCSA;
- must complete an application and submit it to LISA for endorsement;
- must follow the BC Soccer policy and procedures for out of province travel;
- may only enter tournaments that are approved by the organizing group’s provincial, state or regional association;
- may only play against teams that are directly or indirectly affiliated with their national governing body;
- may only roster players who are “registered or under permit” for a sanctioned tournament;
- may not roster any players who are under suspension for a sanctioned tournament;
- must designate one team official to have a copy of the approved Travel Sanctioning form as evidence of the team’s status;



- must comply with BCSA and the organizing group's policies and directives; and
- must include the fee and completed travel form, when submitting to LISA for forwarding to BCSA.

#### LISA

- must approve all Full Member applications for out of province travel before the application is forwarded to BCSA.

#### BCSA

- must receive a completed BCSA Sanctioning form, approved by LISA, before the travel can be approved<sup>36</sup>; and
- is responsible for disciplinary measures if a team is reported for misconduct.

#### **Travel out of Canada**

##### Full and Provisional Full Members:

- must complete a BCSA Sanctioning form;
- may be required to pay a fee to BCSA;
- must submit the completed form and any required fee to LISA before the travel can be approved; and
- will forward the Travel Sanctioning form and fee to CSA once BCSA granted approval.

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<sup>36</sup> For timing, see <https://www.bcsoccer.net/media/dptgoxoh/outofprovincetravelpolicy.pdf>



**POLICY 611: PLAYING CONDITIONS**

VERSION HISTORY	
Date of Original Version	June 2023
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Date Last Reviewed	

**Policy Statement**

LISA errs on the side of caution when conditions may pose a risk to players' health and / or safety.

**Scope**

This policy:

- aligns with the BCSA policy on extreme heat<sup>37</sup> and air quality safety guidelines<sup>38</sup>;
- aligns with Canada Soccer Association lightening and severe weather policy<sup>39</sup>;
- applies to all soccer activity in the LISA geographic area; and
- applies to all LISA Full Members' match officials and team officials.

**Guidelines**

LISA Full Members:

- will base decisions on weather conditions;
- will make decisions related to heat conditions according to the Extreme Heat Events Activity Chart in BCSA Extreme Heat Guidelines;
- will make decisions related to air quality conditions based on information in BCSA Air Quality Safety Guidelines and the Government of Canada Air Quality Health Index<sup>40</sup>;
- will make plans and decisions related to lightning based on Canada Soccer policy;
- will incorporate information on weather conditions in their training practices;
- will be aware of weather and other conditions that affect air quality<sup>41</sup>;
- will take preventative measures<sup>42</sup>;
- will take safety precautions and actions should any of the weather risk factors be present<sup>43</sup>;
- will take weather conditions into consideration in decisions on rescheduling or postponing practices and games;
- will be vigilant in monitoring players for warning signs that they may have been affected<sup>44</sup>; and

<sup>37</sup> [https://www.bcsoccer.net/media/3ylet34e/bc\\_soccer\\_extreme\\_heat\\_guidelines.pdf](https://www.bcsoccer.net/media/3ylet34e/bc_soccer_extreme_heat_guidelines.pdf)

<sup>38</sup> <https://www.bcsoccer.net/media/f55onmgp/air-quality-guideline-bc-soccer-updated.pdf>

<sup>39</sup> [https://www.bcsoccer.net/media/2tye5smr/lightning\\_policy\\_en.pdf](https://www.bcsoccer.net/media/2tye5smr/lightning_policy_en.pdf)

<sup>40</sup> [https://weather.gc.ca/airquality/pages/provincial\\_summary/bc\\_e.html](https://weather.gc.ca/airquality/pages/provincial_summary/bc_e.html)

<sup>41</sup> such as the location of forest fires, local agricultural burning, wind conditions and changes in strength and direction, proximity to major traffic routes, and industrial and other significant emission sources.

<sup>42</sup> such as lightweight, breathable clothing, ensuring players are hydrated, taking drinks breaks and cooling breaks

<sup>43</sup> such as acclimatization, fitness levels, hydration, medications, medical conditions



- will seek medical assistance in situations where a player is severely affected.

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<sup>44</sup> such as flushed faces / chilliness, shortness of breath / dizziness, headaches, goosebumps, confusion, agitation, and uncooperativeness

**POLICY 612: HEALTH AND INJURY**

VERSION HISTORY	
Date of Original Version	June 2023
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

LISA is committed to protecting:

- the health and safety of all youth players;
- the right of everyone to participate in safe and inclusive environments that takes their health conditions into account; and
- everyone's right to enjoy the sport in a manner that is not dangerous to the individual or other players.

LISA is committed to being prepared:

- ensuring the necessary planning, awareness and documentation is in place to manage emergencies should they arise during sanctioned soccer activity.

**Scope**

This policy:

- applies to all LISA directors, staff and members;
- applies to all participants in LISA sanctioned soccer, including players, team officials, match officials, spectators, directors, employees and volunteers;
- aligns with the Canada Soccer concussion policy<sup>45</sup> and BCSA concussion policy<sup>46</sup>; and
- aligns with the Canada Soccer player insulin pump policy<sup>47</sup>.

**Guidelines****Emergency Injury Action Plan**

LISA:

- will have a documented Emergency (Injury) Action Plan for all training and game activities;
- will ensure that the Emergency (Injury) Plan takes into consideration the different locations that soccer activities occur;
- will ensure that all Member organizations have aligned Emergency (Injury) Action Plans;
- will ensure that the LISA and Member organizations' plans are available to all participants, coaches, staff and activity leaders for all locations; and
- will review and as required, update the Emergency (Injury) Action Plans.

The Executive Director:

- will advise the Board on emergency injury planning; and

<sup>45</sup> [https://www.bcsoccer.net/media/ja1jfbn2/2018\\_concussion\\_policy\\_digital\\_en.pdf](https://www.bcsoccer.net/media/ja1jfbn2/2018_concussion_policy_digital_en.pdf)

<sup>46</sup> <https://www.bcsoccer.net/media/azrj1nrx/concussionpolicy.pdf>

<sup>47</sup> <https://www.bcsoccer.net/media/wwlkrbmn/insulin-pump-policy.pdf>

- will report to the Board on any emergency injury incidents in the District.

### **Concussion**

LISA Full and Provisional Full Members:

- must have a Concussion Management Plan and/or policy that aligns with Canada Soccer's Concussion Policy;
- must have a clear protocol on concussion management;
- may not permit heading for all players under age 12;
- must ensure that their registered coaches complete training on concussion management<sup>48</sup>;
- will ensure players, with their parent(s) / guardian(s) if the player is under the age of 18:
- are educated about the signs and symptoms of concussions,
- are immediately removed from play if they exhibit signs, symptoms or behaviors consistent with a concussion,
- are promptly assessed by an independent medical doctor or nurse practitioner experienced in evaluating and managing concussions; and
- who are diagnosed with a concussion, get medical clearance from the medical professional before the player returns to play.

Players, with their parent(s)/ guardian(s) if under the age of 18:

- must acknowledge that they have received information about the signs and symptoms of concussions;
- must acknowledge that they have a responsibility to report concussion-related injuries and illnesses to an independent medical professional; and
- must provide written evidence of medical clearance to LISA, the Full Member, and the Full Member coaching staff before returning to competition, practice, or training.

### **Diabetes**

This applies to players who have been diagnosed with diabetes and who wear an insulin pump.

Players:

- may use equipment that has the sole purpose of protecting the person providing that it does not pose a danger to the individual or any other player; and
- are permitted to play providing they provide the Organization official with written medical clearance.

### **Injuries requiring a cast**

This applies to players who are injured and require wearing a cast.

Players:

- may use equipment that has the sole purpose of protecting the person physically providing that it does not pose a danger to the individual or any other player;
- may participate wearing protective equipment made of soft, lightweight, padded materials;

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<sup>48</sup> <https://coach.ca/nccp-making-head-way-sport>



- may not participate wearing a hard plaster cast regardless of whether or not it is padded; and
- who use a cast with intent to intimidate or injure another player will be cautioned or sent off.

The referee:

- will make the final decision on the acceptability of any cast; and
- will caution or send off any player who uses a cast with the intent to intimidate or injure another player.



**POLICY 613: SCHOLARSHIPS**

VERSION HISTORY	
Date of Original Version	June 2023
Date of Revised Version	
Date Last Reviewed	

**Policy Statement**

LISA supports and champions youth soccer participants in furthering their education.

**Scope**

This policy

- applies to all youth participants in soccer within the LISA geographic boundaries who are entering post-secondary institutions; and
- applies to all scholarships awarded by LISA.

**Guidelines**

LISA:

- encourages LISA Members to promote the BCSA scholarships;
- provides scholarships to individuals who meet the criteria set or confirmed by the Board each year;
- decisions are final and not subject to review or dispute; and
- will recognize .scholarship award recipients in their communications materials.

LISA Members:

- must provide a letter of reference confirming the relevant information on the applicant’s application form;
- must attach the letter to the applicant’s completed application form; and
- must submit the application form and recommendation to LISA.

Applicant, recipients

- must complete an application form<sup>49</sup>;
- must meet all the requirements in order to be considered for a scholarship; and
- must, if awarded a scholarship, avail themselves of it within three years of graduating from high school.

<sup>49</sup> <https://www.lowerislandsoccer.com/scholarship-information/>