



# Risk Management and Insurance Policy

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## 1. GOAL

- 1.1. This CC Policy establishes a framework for the appropriate management of Risks to which Cycling Canada (CC) may be exposed and for CC Board of Directors (Board) oversight of such Risks, and to provide guidance regarding the National Insurance Program coordinated by CC for the Members.

## 2. PRINCIPLES

- 2.1. CC will protect its Assets through appropriate Risk Management. It is understood and accepted that the Risks to the organization will change over time, in terms of likelihood, potential impact and mitigation opportunities.
- 2.2. The Risk Management Committee has responsibility, on behalf of the Board, for overseeing that proper Risk Management practices are being executed by both CC Staff and the Board.
- 2.3. CC Staff will work with the Risk Management Committee to accurately identify, assess, control and minimize Risk. CC Staff are responsible for implementing CC Guidelines and Procedures to further identify, assess, control and minimize Risk in alignment with this CC Policy and the Risk Register.
- 2.4. Insurance is an element of a robust Risk Management strategy. An attractive National Insurance Program accessible to all Members and addressing CC's insurance needs also benefits CC's strategic and business objectives and those of its Members.

## 3. FIELD OF APPLICATION

- 3.1. This CC Policy applies to the activities, operations and programs of CC, to the National Insurance Program and to the CC Risk Management Committee and Insurance Working Group.

## 4. DEFINITIONS

- 4.1. **Assets:** people (Board members, coaches, officials, participant, staff and volunteers), facilities (offices, training facilities and tracks), equipment (automobiles, bicycles, testing equipment, computers, servers and furniture), cash, receivables, image, marketing rights and corporate sponsorship.

- 4.2. **Crisis:** A time of intense difficulty, trouble or danger.
- 4.3. **Insurance Working Group (IWG):** a sub-committee of the Risk Management Committee, the members of which are appointed by the Risk Management Committee every year after the Annual Meeting.
- 4.4. **Member:** The Members of CC are the provincial and territorial associations recognized by the Board which have met the prescribed financial and administrative obligations, as indicated in the CC By-laws.
- 4.5. **National Insurance Program:** The optional national insurance program provided by CC for its Members and to address CC's insurance needs.
- 4.6. **Out-of-Program Member:** A Member that has opted out of the National Insurance Program.
- 4.7. **Risk:** an uncertain event or condition that would, if it occurred, have a negative effect on CC's ability or capacity to fulfill its objectives.
- 4.8. **Risk Management:** a disciplined process comprising the identification, categorization and assessment of risks, as well as the implementation of strategies aimed at limiting their occurrence and the impacts therefrom.
- 4.9. **Risk Management Committee:** means the standing committee of the Board responsible for overseeing the development of appropriate risk management practices and oversees their implementation to facilitate CC's accurate identification, assessment and minimization of risk, as set out in the CC Policy on Board Structure.
- 4.10. **Risk Register:** A Risk Management tool to identify and monitor Risk that may affect CC, identify organization responsibilities for such Risk and mitigation of such Risks.

## 5. POLICY STATEMENT

- 5.1. CC will actively manage Risk to avoid or reduce damage (or injury, as appropriate in the context) to the Assets or operations of the Association.
- 5.2. CC will ensure that Risk Management monitoring and reporting is an integral part of its decision-making processes.
- 5.3. CC will strive to continually improve its Risk Management awareness practices.
- 5.4. CC will: (i) as part of the National Insurance Program, maintain insurance in relation to its activities, operations, and programs and maintain insurance for its Directors' and Officers', as the Board may determine from time to time; and (ii) facilitate access to the National Insurance Program for its Members.

## 6. PROVISIONS

### 6.1. Insurance Working Group:

- 6.1.1. CC will establish and maintain an Insurance Working Group (IWG). The IWG will assist CC and its Members regarding the development and maintenance of the National Insurance Program.
- 6.1.2. IWG Mandate: to assist CC and its Members regarding the development and maintenance of the National Insurance Program.
- 6.1.3. IWG Composition: a chair (who is a Director), a staff representative responsible for administering the National Insurance Program, and at least two (2) representatives of Members that have opted in to the National Insurance Program (i.e., that are not Out-of-Program Members).
- 6.1.4. IWG Responsibilities:
- Broker Selection: The IWG is responsible for the development and review of the requests for proposal (RFPs) that are issued in order to select the insurance broker for the National Insurance Program. Each such RFP is issued on an as-required basis (at least every five years, subject to extension in up to five year increments) dependent on service and cost factors for the National Insurance Program. The IWG reviews the proposals submitted in response to each RFP and makes recommendations to the CC Staff sitting on the IWG and Members participating in the National Insurance Program regarding the selection of the broker or selection of underwriters and related insurance offerings.
  - Renewal Proposals: Review annual policy renewal proposals and makes recommendations to the CC Staff sitting on the IWG and Members participating in the National Insurance Program regarding such policy renewals.
  - Review of National Insurance Program: The IWG and CC staff will periodically review the National Insurance Program, including coverage, deductibles, and key issues regarding relevant policies.

### 6.2. National Insurance Program

#### 6.2.1. Minimum Standards

6.2.1.1. The National Insurance Program will include, at a minimum, coverage pertaining to:

- Five (5) Million Canadian dollars in Commercial General Liability, including public liability, tenant legal liability, personal and advertising injury, product/ completed operations, employee benefits, contingent employer's liability, first aid and medical payments, sports professional liability, and abuse liability.

- Property.
- Twenty (20) Thousand Canadian Dollars in Sport Accident.
- Two (2) Million Canadian Dollars in Directors' & Officers' Liability.

6.2.1.2. The relevant insurance policies will include cross-liability coverage for all Members and for CC.

6.2.1.3. As a condition of participation in the National Insurance Program Members agree to adopt a common approach to Risk Management.

### 6.2.2. **Process for opting out of the National Insurance Program**

6.2.2.1. A Member opting out of the National Insurance Program will notify CC of the Member's intention as soon as reasonably possible, in order that its decision does not prejudice CC and its other Members. This notice will be communicated, in writing, to the IWG chair and to the CC staff representative on the IWG.

6.2.2.2. Each Out-of-Program Member must demonstrate (to the satisfaction of CC in its sole discretion) prior to the beginning of each membership year that its insurance program meets CC's minimum standards as set out in this policy from time to time. In this regard, each Out-of-Program Member must submit its policy to the CC staff representative on the IWG so that a review can be conducted in relation to compliance with the preceding sentence.

### 6.2.3. **Process for an Out-of-Program Member opting into the National Insurance Program**

6.2.3.1. An Out-of-Program Member wishing to opt into the National Insurance Program shall:

- Notify the IWG and the CC staff representative on the IWG in writing of its intention;
- Provide its complete loss history to the CC staff representative on the IWG; and
- Commit to a common approach to Risk Management (as determined by the IWG from time to time).

The IWG will recommend to the Risk Management Committee whether and under what conditions (if any) the Out-of-Program Member should be approved to opt in to the National Insurance Program.

## 6.3. **Risk Register**

6.3.1. The Risk Management Committee shall establish and maintain a Risk Register. The Risk Register shall:

- 6.3.1.1. identify and categorize key Risks to which CC is or may become exposed;
- 6.3.1.2. identify the likelihood of each such key Risk being realized;
- 6.3.1.3. identify the negative impact of each such key Risk being realized;
- 6.3.1.4. set out who has ownership of the specific tactics for reducing or eliminating the likelihood that each such Risk will be realized, and
- 6.3.1.5. where the preceding is not practicable, set out the specific strategies, and responsibility for developing and implementing such strategies, for reducing or eliminating the negative effects resulting from the realization of each such Risk.
- 6.3.1.6. The CEO will review the Risk Register with the senior management team not less than once every three months. The CEO will document i) that the Review has taken place, ii) updates to the Risk Register on which the reviewers agree, and iii) will discuss changes with the Risk Management Committee chair.
- 6.3.1.7. The Risk Management Committee will update the Risk Register to include any significant changes in risk profile (i.e., new or 'upgraded' risks) and/or any changes in the Association's ability to implement certain mitigation strategies, and will review and discuss such changes with the Board.
- 6.3.1.8. The Board of Directors shall review the entire Risk Register not less than twice per year, preferably at face-to-face meetings of the Board.

#### **6.4. Crisis Management**

- 6.4.1. CC senior management Staff are responsible for developing a crisis incident protocol, as a CC Guideline and Procedure, which must identify members of a crisis management team and communication protocols to be followed during an incident. Such crisis incident protocol will be reviewed by CC senior management Staff as part of preparation for all major events, and any new Risks identified for the Risk Management Committee and/or incorporated into the Risk Register as appropriate.

### **7. REVIEW AND APPROVAL**

- 7.1. Original policy development lead: John Tolkamp
- 7.2. Current policy leads: Matthew Jeffries, Mathieu Boucher, Lara Check, Louizandre Dauphin, Denise Ramsden