

Board of Directors: Roles, Responsibilities & Expectations

Our purpose

The HSC Board provides leadership, oversight and direction to help the club operate responsibly, sustainably and in the interests of its entire membership. We aim to create an inclusive environment for CanSkate, recreational, developmental and competitive skaters.

1. What it means to be a director

Directors are volunteers who collectively guide the club's operations, financial health and long-term direction. Every director serves HSC as a whole, not a particular skater, family or program.

- Contribute to a respectful, collaborative Board.
- Consider the needs of all programs and members.
- Make informed, objective decisions and support club sustainability.
- Respect collective Board authority and approved decisions.

Individual directors may not independently commit or represent the club without proper authorization.

2. Time commitment and participation

The Board meets once per month. Directors are expected to attend monthly meetings, review materials and financial reports in advance, participate actively, respond reasonably to communications, complete agreed tasks, and help with initiatives or events as needed. Directors should attend the AGM and other important club meetings.

Estimated commitment: One monthly meeting plus preparation and time for assigned responsibilities. Actual time varies by role and season. We value dependable participation rather than constant availability.

3. Open Positions: Areas of Interest

All elected positions are General Director positions. Portfolios may be assigned based on skills, interests and club needs.

- **Member Relations:** responsiveness, inquiries and family experience
- **Events Leadership:** events, competitions and activities
- **Fundraising:** initiatives to support programs and skaters
- **Communications:** clear, consistent member information
- **Skater Opportunities & Development:** opportunities across all levels
- **General Operations & Governance:** planning, policies and oversight

4. Fiduciary and legal responsibilities

- **Care, diligence and skill:** Make reasonable efforts to be informed and exercise sound judgment.
- **Loyalty and good faith:** Act honestly in the best interests of HSC rather than pursuing personal or program-specific interests.
- **Financial oversight:** Share responsibility for appropriate oversight of budgets, reports, controls and club funds, even without a finance portfolio.
- **Conflicts of interest:** Disclose conflicts and comply with applicable management procedures.
- **Confidentiality and privacy:** Protect confidential discussions and personal information.
- **Compliance:** Follow applicable legislation, HSC governing documents and relevant skating organization and club policies.

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- **Collective voice:** Once the Board makes a decision, communicate agreed positions consistently. Do not publicly undermine collective decisions or speak on behalf of HSC without authorization. Directors must still raise concerns, exercise independent judgment and fulfil their legal duties.

5. Governance and decisions

- Participate constructively and respect differing views.
- Follow established approval and decision-making procedures.
- Respect Board decisions and speak with one voice while retaining independent legal duties.
- Maintain appropriate boundaries between oversight and operations.

No individual director has authority over the club solely because of their Board position.

6. Conduct and inclusion

- Treat skaters, families, coaches, volunteers and directors respectfully.
- Avoid favouritism, personal agendas and misuse of authority.
- Consider the interests of every skating program.
- Communicate responsibly and work toward constructive solutions.

7. Accountability

Board membership is an active role. Directors should own their commitments, ask for support when needed, and address concerns respectfully through appropriate processes.

8. Director acknowledgment

By signing, I acknowledge that:

- I have read and understand these expectations.
- My responsibility is to HSC as a whole.
- I understand fiduciary, financial, confidentiality and conflict obligations.
- I will attend monthly meetings, participate and follow through.
- I will respect governing documents and collective decision-making, including the collective voice expectation.

Name: _____

Signature: _____

Date: _____

This expectations document supplements, and does not replace, applicable law and HSC's adopted governing documents.