



Strengthening Our Gymnastics Community: Gymnastics BC & The Operational Enhancement Initiative

We're excited to share that since the Fall of 2024, GymBC has been part of viaSport's **Operational Effectiveness Initiative (OEI)** — a multi-year project designed to help sport organizations like ours grow stronger, more sustainable, and better equipped to meet today's challenges.

Why This Matters

Across British Columbia, Designated Sport Organizations (DSOs) are run largely by passionate volunteers. However, as expectations around governance, safety, and accountability continue to grow, it is clear that sport organizations need more support to meet these standards. That's where the OEI comes in.

What's Involved

Working with experts from Sport Law, the OEI focused on four key areas:

- **Organizational Priorities:** Identifying what's most important to GymBC and what we want to improve.
- **Standards of Practice:** Meeting baseline governance and operational requirements set by viaSport.
- **Leading Practices:** Learning from successful approaches used across Canada to enhance how we operate.
- **Sport Culture Index:** Measuring our organizational culture in areas like communication, leadership, safety, and belonging.

Areas of Focus

The OEI touches on several important elements of running a strong sport organization, including:

- Strategic planning and clear values
- Good governance and committee structure
- Human resources and financial planning
- Safe, inclusive environments
- Risk management and program delivery

Where We Stand

As part of this initiative, Sport Law worked with our GymBC leaders to assess the organization's strengths and opportunities for growth. This collaboration is helping us ensure we're building a solid foundation for the future — one that supports our athletes, volunteers, coaches, and staff.

What's Next

OEI is a long-term investment in the health of our organization and the broader gymnastics community in BC. We will continue sharing updates as we implement improvements and work toward even greater organizational excellence.

We share this information with you – our members – in the spirit of transparency and as a means to share the knowledge and learnings that have resulted from this project in the hope that it can guide and support our clubs in aspiring to good governance and achieving leading practices.

Thank you for being part of our journey. Your involvement and commitment to good sport makes our sport and the gymnastics communities stronger!



Principles of Good Governance and Operational Effectiveness

viaSport and Sport Law have outlined a framework to help sport organizations strengthen their governance and operations. These principles are not mandatory, but all organizations are encouraged to consider how they can adopt or adapt them.

Note: The application of these principles is based on a 'governance' board structure and may vary if the board is operational. Want to know the difference? Click [here](#).

Principle #1: Clear Roles and Responsibilities Between Board and Staff

The Board governs the organization:

- Maintains Bylaws and governance policies
- Sets strategic direction and approves budgets
- Oversees financial performance and risk
- Hires and evaluates the organizational lead (i.e., CEO, Executive Director (ED), General Manager)
- Plans for leadership succession

The CEO/ED and Staff manage day-to-day operations:

- Handle finances, HR, and programs
- Develop policies and operational plans
- Implement Board decisions
- Staff accountability flows through the organizational lead, not directly to the Board

Principle #2: Effective and Professional Board Structures

The Board:

- Is the right size and skill mix for effective decision-making
- Reflects diversity (geographic, gender, culture, etc.)
- Upholds fiduciary duties: care, diligence, loyalty, and obedience
- Acts in the best interests of the organization—not individual members or groups

Governance practices:

- Meetings align with strategic and operational priorities
- Oversight focuses on big-picture decisions, not micromanagement
- Committees (standing and special) support governance efforts
- Operational committees are created and led by the organizational lead

Conflict of Loyalty Rule:

29. Directors cannot simultaneously serve on the board of member clubs or related organizations to avoid conflicts of interest.

Principle #3: Accountable and Transparent Relationships

Clear communication channels:

- **Governance issues:** handled by the Board Chair or designate
- **Operational matters:** handled by the organizational lead or designate

Board and staff must be:

- Transparent, responsive, and unified in communication
- Aligned in public messaging — only designated spokespeople speak on behalf of the organization

Key Takeaway for Members

These principles help create:

- ✓ Strong leadership
- ✓ Clear boundaries
- ✓ Better decisions
- ✓ Transparent communication
- ✓ A healthier, more sustainable organization



GymBC's Organizational Priorities: Looking Ahead with Purpose

As part of the Operational Effectiveness Initiative (OEI), GymBC is focusing on key areas to strengthen the organization and shape its future. With a new CEO and a full staff team in place, this is a timely opportunity to build on past successes and move forward with purpose.

To that end, GymBC has identified its priorities and considered their implications:

1. Harness the Passion of Our People and Community

- **Passion** is one of GymBC's greatest strengths.
- The goal is to **channel that passion constructively**, especially when different interests don't fully align.
- Strong member involvement is a strength — and a challenge when perspectives diverge.

2. Exemplify and Support Good Governance

- GymBC aims to be a **leader in governance** and to help clubs adopt best practices.
- Clubs face challenges like **frequent Board turnover** and inconsistent policy application.
- GymBC will explore **policy harmonization** — aligning policies from national to local levels.
- Sound club **membership standards** will strengthen the gymnastics community in BC.

3. Advancing Diversity, Equity & Inclusion (DEI)

- GymBC is committed to ensuring **safe, welcoming, and positive spaces** for all participants.
- GymBC will develop a **dedicated DEI framework**.
- No system is in place to collect demographic data, but GymBC wants to **lead change** in this area.

4. OEI Insights Guide the Next Strategic Plan

- Strategic planning is an opportunity to **reflect and envision**.
- GymBC will:
 - Review current plan achievements.
 - Use OEI and Provincial Sport Culture Index results to guide new priorities.
 - Ensure the plan reflects **the needs of gymnastics across BC**, not just the organization.

Key Takeaway for Members

GymBC is striving for:

- ✓ Stronger, more inclusive, and better-governed organizations.
- ✓ Better support for clubs and volunteers.
- ✓ A strategic plan that reflects the gymnastics community in BC.

At-a-Glance: Review of GymBC's Leading Practices & Governance

As part of the Operational Effectiveness Initiative (OEI), Sport Law worked with GymBC to assess governance and operational practices. The focus was on how we align with leading practices and where there are opportunities to strengthen our foundation.

Understanding Roles: Governance vs. Operations

Governance Functions are the responsibility of the **Board** – they include oversight, strategy, and policy.

Operational/Management Functions are carried out by the **CEO, staff, committees, or volunteers** – these involve programs, administration, and day-to-day operations. When a Board steps into operations, it must be clear that they are acting in a non-governing role.

Where We Stand: OEI Analysis

✓ Good News

- GymBC is a registered society and compliant with the **BC Societies Act**.
- **Annual reporting** requirements are being met through Societies Online.
- The **Bylaws are comprehensive, governance-focused**, and generally align with best practices.

📄 Member Structure

- **Voting Members** are eligible clubs and organizations (1 vote each).
- **Non-Voting Members** are individual members within those clubs, and others appointed by the Board.
- Member rights are defined, but the Bylaws could provide **clarity on how members can amend them**.

👥 Board Composition & Election Process

- The Board has **8 to 10 Directors**:
 - 4 Elected Directors
 - 4 Ex-officio Directors (committee chairs)
 - Up to 2 Appointed Directors

⚠️ Governance Concern

- Committee Chairs are elected in technical assemblies (not by the general membership), then ratified by the Board. This **does not ensure members are electing all Directors**, which limits direct democratic involvement.
- Director nomination processes are not documented and the Nomination Committee is not independent.
- There is no formal Board Evaluation process in place.

What's Working Well

- The Bylaws are governance-focused (no operational or policy content), thorough, and address elections, vacancies, terms, and removal processes.
- They represent a **strong governance foundation** with only a few minor gaps.

Opportunities for Improvement

1. **Clarify how Chairs of committees are selected** and their pathway to the Board.
2. **Increase member clarity** around how to participate in governance (e.g., amending Bylaws).
3. **Review Director independence** and qualifications in line with best practices.
4. Continue aligning Bylaws with **evolving governance standards**.

Key Takeaway for Members

- ✓ GymBC has a strong governance framework with some areas to fine-tune.
- ✓ As we move forward, we are committed to improving transparency, member involvement, and alignment with leading governance practices.

OEI FINDINGS: Foundational Statements & Planning

Vision, Mission & Values

- GymBC's **Vision, Mission, and Values** are clearly defined and included in the current strategic plan.
- There are **10 values** guiding the organization — more than usual, reflecting a broad commitment.
- These statements are reviewed every 4 years with input from members and the gymnastics community to stay relevant.

Current Strategic Plan (2020-2024)

The existing plan is a concise, two-page document focused on managing pandemic impacts and rebuilding and resuming gymnastics activities. It outlines focus areas, goals, strategies, and immediate priorities.

Next Strategic Plan in Progress

GymBC is now developing a **new strategic plan** with inclusive community consultation. The goal is to:

- Identify key priorities.
- Align operational plans with the strategy.
- Track and report on progress with clear performance measures.

Operational Planning

- GymBC has operational plans but they were **not fully aligned with the current strategic plan**, making progress tracking difficult.
- The organization aims to improve this with a **more robust operational planning process** linked to the new strategic plan.
- The CEO will report progress regularly to the Board based on this updated plan and no less than annually to the membership.

Key Takeaway for Members

- ✓ Your input will help shape GymBC's next strategic plan.
- ✓ The new strategic plan will guide clear, measurable actions to strengthen gymnastics in BC.
- ✓ Expect better communication on progress and how priorities are being met.

OEI FINDINGS: Informed Governance

Role of the Board

- The Board's duties and powers are well-defined in the Bylaws and supporting documents.
- The Board appoints and oversees the CEO, who regularly reports on the organization's affairs.
- There is no formal policy clearly separating governance (Board) and management (CEO/staff) roles – an area for improvement.

Conflict of Interest

- A comprehensive Conflict of Interest Policy exists and is reviewed annually.
- Conflicts of interest are declared at every Board meeting.
- The current policy focuses mainly on Directors but could better address potential conflicts in other roles (e.g., coaches, committee members).

Board Composition

- The Bylaws provide for an odd number of Directors (9), with terms and limits outlined.
- Directors are elected or appointed with a focus on independence and diversity.
- Board members do not directly represent affiliated organizations.

Board Meetings

- The Board meets about six times per year, as guided by an annual meeting schedule.
- Meeting minutes are properly recorded and retained.

Board Position Descriptions

- Position descriptions exist for Officers and Committee Chairs.
- Director-at-Large roles have minimal descriptions.

Board Recruitment

- A Nominations Committee exists but lacks formal documented processes.
- Onboarding includes orientation materials and governance training for new Directors.
- A skills and diversity matrix is being updated to inform Board recruitment.

Board Development and Evaluation

- Directors have access to governance training (e.g., e-learning modules).
- No formal annual Board evaluation process exists, though meetings include brief feedback sessions.

Legal Compliance

- GymBC complies with required filings, financial policies, and employment laws.
- Regular reporting on compliance to the Board could be improved.

Remuneration

- Directors are not paid for their Board roles but can be reimbursed for expenses.
- There is ambiguity in Bylaws about whether Directors can be remunerated for other services.

Key Takeaway for Members

GymBC has a strong governance framework with clear Board roles, conflict policies, and meeting structures. Areas for improvement include:

- ✓ Formalizing the separation between governance and management.
- ✓ Expanding conflict of interest policies beyond Directors.
- ✓ Enhancing Board recruitment and evaluation processes, and nomination policies.
- ✓ Improving compliance reporting to the Board.
- ✓ Clarifying Director remuneration policies.

OEI FINDINGS: Committee Structure

GymBC has a comprehensive **Committee Policies and Procedures** document covering committee formation, authority, appointments, conduct, and confidentiality. This document also covers staff roles related to committees. GymBC has Terms of Reference (ToR) for each committee.

Committees are categorized as:

- **Committees of the Board**
- **Advisory Committees**
- **Technical (Operational) Committees**

The Board can also create **Ad Hoc Committee** as needed.

Committees of the Board

- No distinct **Nominations Committee** exists; instead, the **Governance Committee** and non-conflicted Directors fulfill this role.
- Terms of Reference exist for the following Committees and were recently reviewed and updated (July 2023):
 - Finance and Audit Committee
 - Awards Committee
 - Personnel Committee
 - Governance & Board Development Committee
- Committees regularly report to the Board.

Operational (Technical) Committees

- A separate, more detailed document (**Technical Committees Framework & Terms of Reference**) directs these committees.
- Four **Technical Committee Chairs** (MAG, WAG, TG, GFA) become Board Directors.

Challenges Identified

- The process for how **Technical Committee Chairs** become Directors is problematic. Chairs are elected by only a segment of the membership (technical assemblies), then ratified by the Board. This process does **not** align with the Bylaws and lacks full membership election or ratification.
- There is no clear, formal procedure that identifies who elects Technical Chairs, how elections are conducted. The referenced "Technical Committee(s) Engagement Process" is incomplete and unapproved.
- There are overlaps and inconsistencies between Committee Policies and Technical Committees Framework documents.

Key Takeaway for Members

- ✓ GymBC has a solid committee framework with clear governance and operational committee distinctions.
- ✓ Committee roles, authorities, and processes are well documented and regularly reviewed.
- ✓ Significant gaps exist regarding the election and appointment process for key Technical Committee Chairs who serve on the Board, raising governance concerns about representation and compliance with Bylaws.
- ✓ GymBC should address the gaps between the Committee Policies and Technical Committee Framework.

OEI FINDINGS: Human Resources Planning and Management

Recruitment, Support and Evaluation of the Senior Staff (CEO/ED)

The **Personnel Committee** is responsible for:

- Selecting and appointing the CEO. [The CEO position description exists and was updated in January 2024.]
- Providing guidance on staffing, benefits, and compensation.
- Annually evaluating the CEO's performance (in March) based on agreed objectives.
- Making recommendations to the Board on CEO status and compensation.

Current Gaps/Issues:

- The CEO evaluation process, though documented, is **not historically been activated**.
- There is no clear or documented **succession plan/strategy** for the CEO role.
- Financial Policies lack clarity on **who approves the CEO's personal expenses**.

Human Resources Planning and Management of Staff

- GymBC maintains a **comprehensive Personnel Policy and Procedures manual** accessible to all staff through onboarding and a document portal.
- Position descriptions exist for all staff roles, consistently formatted; a few are currently being reviewed/updated.
- The Personnel Policy outlines:
 - Annual performance planning and evaluation processes.
 - Objective and compliant recruitment/selection processes aligned with human rights legislation.
- Staff performance evaluations are currently **in progress**, aiming to:
 - Align individual objectives with the new strategic plan and operating plan.
 - Ensure position descriptions remain current and relevant.
- A structured **orientation/onboarding process** exists, including an orientation checklist.
- Ongoing **staff development and training** opportunities are available and supported by documented policies.

Key Takeaway for Members

- ✓ GymBC has solid human resources foundations with clear responsibilities assigned for CEO recruitment, support, and evaluation, as well as staff HR planning and management policies.
- ✓ There are gaps in CEO performance evaluation practice and a lack of a formal CEO succession plan.
- ✓ Staff HR processes are generally strong, with ongoing improvements underway to better align evaluations with strategic priorities.

OEI FINDINGS: Financial Planning and Management

Audit and Finance Committee

- GymBC has an active **Audit and Finance Committee** with current Terms of Reference.
- Currently, there is **no designated Director of Finance**; the organization is actively recruiting for this role.
- In the absence of a Director of Finance, the committee has operated **informally and as needed**.
- Financial reports are consistently provided to the Board.

Financial Management Policies

- GymBC maintains a **comprehensive Financial Management Policy** detailing internal financial controls.
- The policy was last reviewed and approved in **2017**, which indicates a potential need for update.
- The Board annually approves the operating budget and regularly reviews budget variances and financial statements at Board meetings.

Tax Filings and Statutory Remittances

- A detailed **tax filing and remittance process** exists and is documented.
- Directors sign off on the **annual tax filing**, which ensures some Board oversight.
- There is **no formal process** for confirming other statutory remittances (e.g., payroll remittances, GST/HST filings) to the Board, representing a transparency gap.

Key Takeaway for Members

- ✓ GymBC demonstrates sound financial governance with an active Audit and Finance Committee, solid financial policies, and a clear budgeting and reporting process.
- ✓ The lack of a designated Director of Finance limits formal financial oversight.
- ✓ The Financial Management Policy requires updating.
- ✓ GymBC would benefit from a formalized reporting process to confirm that all statutory remittances are filed.

OEI FINDINGS: Risk Management

Risk Management Policy

- GymBC has a **comprehensive risk management strategy** covering insurance, safety, incident reporting, claims, and related resources that is accessible on its website.
- The organization recognizes the need to develop a formal **Risk Management Policy** and a **comprehensive Risk Registry** covering all risk types.
- A **Risk Registry** is being developed in collaboration with the Insurance Broker.
- The Risk Registry and policy are intended to be **monitored regularly by the Board and Senior Staff**, though the formal process is still in progress.

Insurance Coverage

- GymBC holds appropriate **insurance coverage**, including **General Liability Insurance, Sport Accident, Directors' & Officers, Cyber and Abuse Coverage**.
- The Board annually **reviews insurance needs** and explores coverage options to mitigate potential risks, reflecting a thoughtful approach to risk management.
- GymBC has agreements with BC Rhythmic Sportif Gymnastics Federation (BCRSGF) and territory gymnastics associations to provide insurance under its coverage. In turn, these entities must adopt GymBC policies on risk management and safety. Parameters for **monitoring compliance** are insufficient.

Document and Data Management

- A **Privacy Policy** is in place, addressing data collection and management for program delivery.
- Staff and Board have **secure email addresses** managed and backed up on designated systems.
- A **centralized document management system** exists for staff, although GymBC acknowledges that the system could benefit from a review for improved storage and organization.
- The Board uses a **collective Dropbox for governance documents**, including historical files.
- Technical committees also have access to a **shared Dropbox** for storing and managing their documents.

Key Takeaway for Members

- ✓ GymBC demonstrates a solid foundation in risk management through its strategic approach, insurance coverage, and privacy policies.
- ✓ While a formal Risk Management Policy and comprehensive Risk Registry are still under development, interim measures are in place.
- ✓ Document and data management practices are functional but would benefit from a system review to enhance security and organization.
- ✓ GymBC would benefit from more oversight of external entity compliance with insurance coverage agreements.

OEI FINDINGS: Safe and Inclusive Environments

Governance and Management Functions

Safe Sport Policies

GymBC has adopted key Safe Sport policies as a standard of practice, including policies addressing maltreatment, discrimination, conduct, investigations, complaints, and appeals.

Third-Party Complaint Management

The Board is responsible for adopting a policy enabling complaints to be managed through an independent third party. GymBC's current practice includes a third-party Case Manager handling complaints within its jurisdiction, aligning with future provincial and national standards.

Diversity, Equity, and Inclusion (DEI)

GymBC does not have a specific DEI policy as a standard of practice. GymBC aims to evolve from basic DEI statements to actively fostering Safe and Inclusive Spaces, where all participants feel safe and a sense of belonging.

Complaint Management Process

Complaints start with an intake by GymBC's Safe Sport Officer, who directs complaints appropriately based on jurisdiction. A documented flowchart guides this process.

Screening Policy

A detailed nine-page Screening Policy is in place covering most individuals involved with GymBC. While not all positions require a criminal record check, some level of screening is universal.

Safe Sport Readiness and Future Considerations

viaSport's Safety in Sport Project

viaSport continues to support Designated Sport Organizations (DSOs) in adopting safe sport standards.

Sport Safeguarding BC (SSBC)

Set to launch onboarding for DSOs by late 2025, SSBC will independently manage complaint resolution with enforceable standards. GymBC is preparing to align with this initiative.

Key Takeaway for Members

- ✓ GymBC maintains a comprehensive set of Safe Sport policies and a formal complaint management process involving a third-party Case Manager.
- ✓ While current DEI statements are basic, there is an organizational intent to build a broader Safe and Inclusive Spaces culture, integrating DEI and complaint management.
- ✓ The organization is on track to comply with upcoming provincial safe sport standards, including the transition to Sport Safeguarding BC's complaint oversight.

OEI FINDINGS: Evaluation of Programs and Services

Management Function

- GymBC has a process in place to evaluate all programs and services to ensure they meet intended outcomes and impact.
- The **future Strategic Plan** will include measures to track the progress and impact of programs and services.
- GymBC conducts an **annual club membership survey** to collect key data. Future plans include expanding surveys to coaches and judges to gather broader feedback.

Program Evaluation Process

- Each discipline holds an **annual summit and conference** during the off-season, open to all members and discipline leaders.
- At the summit, participants review the previous season's outcomes, discuss challenges and opportunities, and propose changes to programs and services.
- Following the summit, **Technical Committees and Program Managers** review and shape these recommendations, updating Operations Manuals accordingly.
- Updated plans and services are then presented at the conference and assembly, implemented for the next season, and **evaluated again at the subsequent summit**.

Key Takeaway for Members

- ✓ GymBC's program evaluation is cyclical and consultative, involving annual feedback loops through surveys and discipline-specific summits.
- ✓ This structured approach supports continuous improvement by aligning program delivery with member needs and organizational goals.

OEI Leading Practice Recommendations for GymBC

Legal Incorporation & Membership

1. **Streamline Membership Classes:** Amend Bylaws to remove Non-Voting Member class and create a Registrant/Participant class for individuals only, distinct from Members (currently Voting Members). This will clarify the difference between Members, who are in a statutory relationship with GymBC, and participants/registrants, who are in a contractual relationship with GymBC.
2. **Bylaws Application:** Amend or clarify Bylaws, rules and policies to ensure their application to both Members and Registrants/Participants within GymBC's jurisdiction.
3. **Registrant Definitions:** Clarify the definition of Registrant/Participant (athletes, coaches, volunteers, etc.) by amending the appropriate section of the Bylaws.
4. **Board Composition:** Consider a fully elected Board, removing representative (ex-officio) roles like Technical Committee Chairs. This further separates the roles of the Board (Governance) from the roles of the committees (Operations).
5. **Technical Committee Chair Selection:** Clarify election/appointment process for Technical Chairs in the GymBC Bylaws.
6. **Member Governance Rights:** Explicitly empower members in the Bylaws to elect Directors, approve financials, amend Bylaws without referring to the Societies Act for detailed information.
7. **General Bylaw Updates:** Amend Bylaws for clarity and best practice:
 30. address gendered language
 31. clarify Member rights (Bylaw 3.1), protocol for setting membership dues (Bylaw 3.3), and meeting procedures (Bylaws 4.3, 4.4(c), 6.5)
 32. stagger Director elections (Bylaw 7.4), consider adjusting quorum (Bylaw 5.6) and regulate election voting methods (Bylaw 8.4, 8.5, 8.5(g))
 33. define the fiscal year (Bylaw 16.1)

Operational Planning and Informed Governance

8. **Annual Operational Plan:** Management should develop annual operation plans aligned with strategic goals, human resources, and budget.
9. **Board & CEO Roles:** Clarify the division of responsibilities by considering the development of an Executive Limitations Policy.
10. **Conflict of Interest:** Strengthen Bylaws (Bylaws 7.11 and 10.8) and policies to identify and manage conflicts for the Board and individuals associated with the organization.
11. **Board Independence:** Expand Director qualifications (Bylaw 7.3) to promote independence from clubs and national bodies.
12. **Board Diversity:** Use Director appointments to ensure diverse representation in alignment with DEI policies and practices.
13. **Nominations Committee:** Establish a distinct Nominations Committee with a mandate to recruit Directors and manage the nominations process influenced by the Board skills matrix and evaluation process.
14. **Board Candidate Identification:** Leverage committee participation to identify potential Directors.
15. **Board Evaluation:** Conduct annual collective and individual Board performance evaluations linked to a skills and diversity matrix. These efforts should align with the nomination process.
16. **Board Development:** Prioritize ongoing governance education and skills development for Directors.
17. **Legal Compliance Reporting:** Ensure statutory filings are communicated to the Board.
18. **Director Remuneration:** Remove vague remuneration clause (Bylaw 9.8) to avoid misuse.



Committee Structure

19. **Standing Board Committees:** Ensure minimally that Finance, Governance, and Nominations committees exist, have appropriate composition, meet regularly, and provide regular reports to the Board.
20. **Operational Committees:** Committees whose purpose or function falls within GymBC operations are operational committee and may be advisory or decision-making committees. Each requires a terms of reference, mechanism to declare conflicts of interest, and regularly reports to the CEO.
21. **Committee Documents:** Review and potentially combine overlapping committee policies and frameworks (*Committee Policies and Procedures* and *Technical Committees Framework & Terms of Reference*). Remove conflicts with Bylaws.

Human Resources

22. **CEO Evaluation:** Implement annual performance appraisal with broad feedback mechanism.
23. **CEO Succession Planning:** Create a succession plan for the CEO for both immediate emergencies and circumstances when the CEO is no longer able to serve in their role.
24. **CEO Expense Approval:** Ensure Financial Policies govern CEO spending approvals.
25. **Staff Performance Management:** Ensure alignment between annual performance appraisals, objective setting, and operational and strategic plans.

Financial Management

26. **Audit and Finance Committee:** Provides oversight in the absence of a dedicated Director of Finance.
27. **Financial Policy Review:** Regularly review financial policies and controls.
28. **Statutory Filings:** Ensure tax filings and remittances are tracked and communicated to the Board.

Risk Management

29. **Risk Management Policy:** Continue development and formal adoption of a Risk Management Policy.
30. **Risk Registry:** Maintain a risk registry that is reviewed regularly by Board and Senior Staff and informs policy and operations.
31. **Insurance Agreements:** Ensure external entities for whom GymBC secures insurance are compliant with the terms of their agreements.
32. **Insurance Carrier:** Confirm that the GymBC insurance carrier deems the external insurance agreements satisfactory.
33. **BC Rhythmic Gymnastics:** Request a copy of the BCRSGF's OEI Findings and Recommendations Report.
34. **Document Management:** Standardize Dropbox/document system use among technical committees.

Safe and Inclusive Environments

35. **Safe Sport Policy Alignment:** Review policies for alignment with Gymnastics Canada and Sport Safeguarding BC requirements, jurisdictional clarity, and action, response, and enforcement, as required.
36. **Safe Sport Readiness:** Develop and adopt a Diversity, Equity & Inclusion Policy.
37. **Jurisdiction Clarity:** Clarify GymBC's authority over Members and Registrants/Participants to support complaint and disciplinary processes.
38. **Membership Definition:** Tighten membership definitions in Bylaws to reduce jurisdictional confusion.
39. **Registrant/Participant Bylaw Section:** Create clear distinction in Bylaws for this group to regulate contracts related to participation in GymBC-sanctioned activities.

Other Recommendations

40. **Communication of Report:** Share this report with stakeholders and provide implementation updates.