

HUB Cycling

Policies and Procedures Manual

Approved by the Board of Directors November 9, 2022

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i. Introduction and Statement of Purpose

It is important to safeguard the values of an organization by articulating, through policy development and implementation, how values will be reflected in the way the organization's staff and volunteers do business. It is also through policy development that a Board can guarantee quality and consistency of services and manage organizational risk.

This collection of policy documents is intended to clarify the direction of HUB Cycling as an organization, contribute to the ethical and safe involvement of staff and volunteers, and make it easier to focus on the cycling-related work and issues that HUB Cycling members and volunteers are passionate about.

In short, the purpose of this document is to provide guidelines for the actions and communications undertaken by Directors, Staff, Local Committees, volunteers, and members of HUB Cycling.

Unless specifically stated, these policies apply to all Board members, Staff, and Volunteers, of HUB Cycling in all locations of operation.

HUB Cycling expects compliance with all policies.

ii. Mission

The Mission of HUB Cycling is to get More People Cycling, More Often

iii. Vision and Values

Our vision

By 2030, more people in British Columbia cycle as a preferred mode of travel and recreation.

This choice is supported by a culture that sees cycling as an essential mode of transportation and one which helps create livable, connected communities and healthy environments.

All levels of government demonstrate their commitment to Vision Zero through education, policies and by increased investment in safe and comfortable infrastructure.

Our core values:

Community

We believe that cycling is an exceptional catalyst for creating healthy, happy, connected and livable communities.

Sustainability

Cycling plays a fundamental role in meeting the social and environmental needs of the people of British Columbia.

Collaboration

Working with all stakeholders - the general public, the private sector, and the public sector - is pivotal as the best results for improved cycling infrastructure, training and promotion come from working together.

Inclusivity

We welcome and celebrate the diversity of all British Columbians through our work. We also recognize that socio-economic and cultural barriers must be acknowledged and considered through our advocacy, training and promotion.

Innovation

Through the power of creativity, proactivity, and innovation we will adapt to and create new opportunities to introduce positive change and reach more people.

Responsibility

We are accountable to our members, supporters, and the general public through our promotion, education and advocacy for cycling improvements. Evidence-based decisions, transparency, integrity and dialogue are core to how we conduct our work. This fosters trust among all stakeholders.

iv. Our Goals for 2020 to 2025

1. An expanded cycling network, with a focus on infrastructure that is comfortable for most users.
2. A network of strong HUB Cycling Local Committees that drive improvements in cycling infrastructure, education and promotion in their communities.
3. Improved and expanded cycling-related safety education for users of all transportation modes.
4. A modernized BC Motor Vehicle Act and other legislation to improve road safety and accountability for all.
5. Be British Columbia's trusted resource for cycling infrastructure, education and promotion.
6. Strengthened relationships with the communities we currently serve, and expanded collaboration with new communities throughout British Columbia.
7. Expanded participation in our current programming, and a suite of new programs to attract new user groups.
8. Expanded and diversified funding sources to maximize organizational impact and sustainability.
9. Increased cycling among groups that may face social, cultural, and/or financial barriers to cycling.
10. Better capture and utilization of data that supports evidence based decision making around cycling.

v. Purpose

The purposes of HUB Cycling, as laid out in its articles of incorporation, are:

- to create, maintain and promote an association of cyclists and to improve conditions for cyclists and cycling in the Vancouver area;
- to integrate cycling into the transportation network and secure public investments in on-road and off-road infrastructure proportionate to its potential;
- to improve cycling education and make it global for cyclists, for motorists and for others dealing with cycling;
- to facilitate communication between cyclists and governments or others;
- to improve facilities for bicycle use in the Lower Mainland of British Columbia;
- to improve the legal climate for bicycling;
- to encourage more people to ride bicycles more often;
- and to develop a bicycling information base.

The stated goals of the Society do not preclude the adoption of others consonant with the purpose of the Society. The Society is composed of interested cyclists and groups with an interest in cycling in the Lower Mainland of British Columbia. The Society endorses, promotes and follows the basic operating principle that the bicycle is a legitimate vehicle and an integral part of the transportation system.

v. Definition of terms

The following list of terms is used throughout this manual to describe the various roles within HUB Cycling.

- a. Board Member** - Current, elected member of the HUB Cycling Board of Directors. This includes the executive and members at large.
- b. Board Executive** – These include:
 1. Board President
 2. Board Vice President
 3. Board Secretary
 4. Board Treasurer
- c. Board Emeritus Director** - An Emeritus Director position has been developed to help retain institutional knowledge and enhance stability of the HUB Board of Directors after a long serving director steps down.
- d. Committees** - HUB Cycling has two kinds of committees:
 - i. *Board Committees* - Board committees usually have 3-5 members, consisting of Board members and sometimes other interested HUB Cycling members with an expertise or interest in the area in question. Their purpose is to help maintain the smooth management and ongoing development of HUB Cycling as an organization. Board Committees may include the Operations Committee, the Board Development Committee, and the Regional Advisory Committee (RAC). All committees will publish their terms of reference.

- ii. *Local Committees* - These action committees are made up of residents of the various municipalities. These committees focus on advocacy within individual municipalities.
- e. **Local Committee chair** - Chair of one of HUB Cycling's local committees. A local committee chair is chosen by the local committee members. Local Committees are encouraged to have two co-chairs.
- f. **Local Committee member** - This is an unofficial designation as HUB Cycling committees don't have official membership lists. Anyone is welcome to participate in committee meetings once or on an ongoing basis. Those who attend are encouraged to participate fully and to vote on any issue discussed. They are also encouraged to become HUB Cycling members although this is not a requirement for participation. Attendance varies from meeting to meeting depending on the issues being discussed.
- g. **Board Committee member** - Member of a committee as described in *Board Committees* above. In contrast to local committees, membership is limited, and attendance is expected.
- h. **Executive Director** - A staff position hired by the Board of Directors in order to carry out the mission of the organization. All staff report to the Executive Director.
- i. **Staff Local Committee liaison** - A role assigned to a member of staff, and which serves as the connecting point between a local committee and other staff, and through the Executive Director, to the Board of Directors. This person reports on the activities of the Local Committee and provides support to the committee to ensure continuity and effectiveness of the Local Committee.
- j. **Staff Member** - A person employed by HUB Cycling. All HUB Cycling staff members report to the Executive Director.
- k. **Independent Contractor** - An independent contractor is someone who is contracted and paid by HUB Cycling to carry out a specific, finite project.
- l. **Volunteer** - One who does voluntary work for HUB Cycling on an occasional or as-needed basis, or who takes on a specific short-term project assigned by the HUB Cycling Board, committee chair, or Executive Director or their designee, on a voluntary basis. Volunteers are usually (although not always) members of HUB Cycling. Volunteers are encouraged to become HUB Cycling members.
- m. **Member** - A member is a member in good standing (i.e. with dues paid up) of HUB Cycling. Some HUB Cycling members are active on either an occasional or an ongoing basis. For others, membership may simply be an indication of support for the work HUB Cycling does.

vi. Rationales and procedures

Note that not every policy in this document has a corresponding rationale and/or procedure attached to it. Rationales are made explicit only in cases where they may not be obvious. Procedures are outlined where a policy clearly requires that one be established and followed.

A. Board of Directors

A.1. Definition and limits of Board member roles

A.1.a. Policy	All Board members will be provided with a position description which defines the duties and responsibilities of the position they are undertaking.	
A.1.b. Policy	Board members' roles are limited to the work assigned to them by the Board as a whole. Board members will refer any concerns or issues that come to their attention to the Board President or Executive Director. No Board member may speak on behalf of the organization on policy matters without the prior approval of the Board.	
A.1.b. Procedure	The Board President or Board Development Committee will go over the position description with the Board members to ensure that Board members understand the duties of the position and the need to stay within the boundaries of the role.	

A.2. Appointment of Board members

A.2.a. Policy	All appointments to the Board of Directors shall be made in accordance with the by-laws and constitution of HUB Cycling and with the Society Act of British Columbia.	
A.2.b. Policy	Members of the Board of Directors may stand for re-election at the end of each term of office.	
A.2.b. Procedure	<ul style="list-style-type: none">• The Chair of the Board Development Committee will put forth to the Board a list of candidates to be included on the ballot at the Annual General Meeting. This list will be presented at a regular Board meeting at least one month before the Annual General Meeting, in order to permit the Board to fully discuss and consider the candidates, and to permit an in person vote on the proposed candidates. Once approved by the Board, the above candidates will be known as Approved Candidates.• The Board Development Committee may further recommend that some or all of the Approved Candidates be additionally noted on the ballot as Recommended Candidates, based on their evaluation of the Board's requirements in any given year. The Board will vote on whether to have Recommended Candidates or not each year, and if so, who they will be.• Nominations may also be accepted on the day of the AGM as long as the nominee has indicated orally at the	

	<p>meeting, or in writing if s/he is not present, that s/he is willing to stand for election. In the event that electronic voting is utilized, nominations may not be able to be accepted on the day of the AGM.</p> <ul style="list-style-type: none"> • The elections shall include two elections, one for the president (if applicable) and one for directors at large. There is no requirement for a presidential candidate to also run for a director at large position, but a candidate may do so if they wish. The presidential election will be counted first. Any successful candidate for the position of president will be eliminated from the count for the director at large election if the individual also ran in that election. • In cases where it is necessary to fill a Board vacancy between Annual General Meetings, the Chair of the Board Development Committee may recommend appointments to the Board at any regular Board meeting. 	
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A.2.c. Policy	Emeritus Directors may be appointed by the elected directors after their term as elected directors has expired, if approved by a majority vote of elected directors.	
A.2.c. Procedure	<ul style="list-style-type: none"> • To be considered for the position of Emeritus Director, individuals must have served at least two terms as elected Director, must be nominated by a current Board member (excluding the candidate) and approved for the position by majority vote of the Board of Directors (excluding the candidate). • The term of the Emeritus Director is one year from the date of the appointment. • The Emeritus Director may not vote on Board resolutions, however, may participate fully in Board discussions and serve on committees. The Emeritus Director may not be the sole Chair of a Board committee. • The Emeritus Director may use the combination of "Past-" and most recent title. For example, a Vice-President appointed as Emeritus Director may also use the title "Past Vice-President". This provision is intended to allow the individual to convey authority when conversing with outside parties about the HUB organization. 	

A.2.d. Policy	Mentees may be appointed by the elected directors to provide personal development opportunities for candidates who have an interest in HUB Cycling.	
A.2.d. Procedure	<ul style="list-style-type: none"> • BDC will recommend a candidate to the board who will vote to approve the appointment of a Board Mentee 	

	<ul style="list-style-type: none"> • BDC will appoint a current board member to be a Mentor to the Mentee • The Board Mentee position will be that of a Volunteer, per HUB Policies and Procedures. • The Board Mentee will be expected to participate in all board meetings and receive board communication but will not have the right to vote on motions or participate in In Camera sessions. • Term will be for a maximum of 1 year from the date the board votes to approve the appointment. The board or the Mentee can end the 1-year Mentorship period at any time. • Mentees will sign the same confidentiality agreements as regular board members 	
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A.3. Commitment expected

<i>A.3.a. Policy</i>	It is expected that Board members will make a minimum commitment of 2 years, that they will be punctual and regular in their attendance at meetings, and that they will notify the appropriate person when absence or lateness is necessary.	
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<i>A.3.b. Policy</i>	When a HUB Cycling member leaves his/her chair or elected appointment, all HUB Cycling documentation and all related records must be handed over to the appropriate chair, Board member, or the Executive Director. The material will be re-distributed when a replacement is appointed.	
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A.4. Repeated absences

<i>A.4.a. Policy</i>	A Board member who misses more than three meetings during any one year will be asked to re-examine his/her commitment to HUB Cycling. This policy does not apply to Emeritus Directors.	
<i>A.4.a. Procedure</i>	The Board President will discuss the situation with the absentee Board member. The meeting should cover any problems or difficulties the Board member may have and anything the Board can do in order to facilitate the Board member's participation. It may be agreed that the member will continue on the Board, that s/he will take a temporary leave of absence, or that s/he will resign from the Board. The Board President will document all discussions.	

A.5. Leaves of absence

A.5.a. Policy	A Board member may request, in writing, a leave of absence of up to one year without losing his/her position on the Board, as long as their term has not ended. For the purpose of quorum, during the absence, the number of Board members is the number excluding the member on leave. The Board member on leave is not permitted to vote on any motions during his/her leave of absence.	
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A.6. Dismissal

A.6.a. Policy	Board members who fail to adhere to these policies and procedures or who fail to meet their obligations and responsibilities as volunteer Board members may be asked to leave their Board positions.	
A.6.a. Procedure	<ul style="list-style-type: none"> • The Board President and the Board Development Committee will meet with the Board member and discuss the situation. If another resolution cannot be found, the President will recommend to the Board that the Board member be asked to leave his/her position. The President will document all discussions. • The Board member in question will be given the opportunity to appear before the Board if s/he disagrees with the recommendation. • The HUB Cycling membership may, by special resolution, remove a Director before the expiration of his/her term of office and may elect a successor to complete the term of office. 	

A.7. Compensation

A.7.a. Policy	Board members shall receive no monetary compensation for their volunteer work apart from pre-approved reimbursement for out-of-pocket expenses.	
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A.8. Orientation and training

A.8.a. Policy	Board members have the right to opportunities for orientation and ongoing training which will assist them to function effectively in their Board roles. Funds will be set aside for this purpose.	
A.8.a. Procedure	<ul style="list-style-type: none"> • The Board Development Committee will provide all new Board members with a Board Orientation Manual. • The Board Development Committee will arrange for an orientation for all potential new Board members. This will include both general information about HUB Cycling (mission statement, values, philosophy, and programmes) and specific information about their Board 	

	<p>position (duties, expectations, policies and procedures). The Board Development Committee will arrange to provide individual orientation for volunteers who join after the group orientation session.</p> <ul style="list-style-type: none"> The Board Development Committee will ensure that Board members receive ongoing training through workshops, meetings, the newsletter, and social events as required. 	
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A.8.b. Policy	Funds permitting, Board members will be encouraged to attend training sessions put on by other organizations that are relevant to their volunteer work with HUB Cycling.	
A.8.b. Procedure	<ul style="list-style-type: none"> The Board Development Committee will provide the Board with information regarding workshops and training sessions which may be of interest to Board members. Any Board member wishing to attend a workshop will submit a request for Board development funds which should include the subject of the workshop, the dates, and the cost. Consideration may be given to the following factors: the length of time the volunteer has been with HUB Cycling, the likelihood of the volunteer's continued involvement, the amount of funding available, the relevance of the workshop, etc. The Board member should be prepared to report back to the Board to share the information gained. 	

A.8.c. Policy	HUB Cycling Board members shall be encouraged to take a Can-Bike (or similar) cycling skills course or show that they are certified by a qualified instructor.	
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A.9. Goal setting

A.9.a. Policy	The HUB Cycling Board of Directors will oversee an annual tactical planning, goal setting, and review process for the organization as a whole.	
A.9.a. Procedure	<ul style="list-style-type: none"> Each year, the Board of Directors will set goals and objectives for the coming fiscal year. The Board will review the goals three times per year for progress. The Board will ensure that the Executive Director oversees an annual planning, goal setting, and review process with staff and Local Committees Board Committee chairs will ensure annual action plans are developed and completed for their respective committees. 	

	<ul style="list-style-type: none"> Annual goals for Board Committees, Local Committees and staff will be aligned with the Strategic Plan and should show regular progress towards 5-year targets that each group has responsibility for. 	
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A.10. Allocation of resources

A.10.a. Policy	<i>The HUB Cycling Board shall budget funds to support local committees</i>	
A.10.a. Procedure	<i>In each calendar year, the HUB Cycling Board shall budget funds for expenditure to support local committees. This amount shall be re-examined annually.</i>	

A.11. Committees

Rationale:

HUB Cycling strives to organize itself in such a way as to make the best use of all its members' time and to avoid overlap, repetition, and excess administration. Committees are therefore assigned responsibilities, with a mandate to report back to the Board of Directors with their findings and recommendations. The purpose of Board committees is to help maintain the smooth management and ongoing development of HUB Cycling as an organization without overburdening the individuals who run it.

A.11.a. Policy	Each Board member shall be on no more than two Board committees at any given time except in extraordinary circumstances.	
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A.11.b. Policy	Board members shall be made to feel comfortable saying 'no' to any task that they don't feel they have the time to carry out to a high level of quality (while maintaining sanity).	
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A.11.c. Policy	Each committee shall work within its established Terms of Reference. Terms of reference shall be reviewed at least every two years.	
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A.11.d. Policy	Each Board Committee shall maintain documentation for their committee	
A.11.d. Procedure	<ul style="list-style-type: none"> Board Committees shall keep minutes of monthly committee meetings, and publish them on the Board drive for access by all Board members Board Committees shall complete and submit written quarterly update reports as outlined in A.13.e. 	

A.11.e. Policy	Working Groups of the Board may be established to take on specific tasks. Working Groups are formed as and when required, after an issue is identified. These working groups shall report to the Board through an existing Board Committee	
A.11.e Procedure	<ul style="list-style-type: none"> • Working Group objectives should be clear and finite. When the objective has been met or the task completed the Working Group will be disbanded. If the Working Group objective is not covered by the existing Terms of Reference of the respective Board Committee, a simple Terms of Reference shall be drafted for the Working Group. • Board Working Groups may consist of Board Members, staff, and any invited subject matter experts. The leader of the Working Group must be a board member. • Working Groups shall report to the Board through existing Board Committee Chairs • Working Groups are responsible for following all HUB Cycling Policies and Procedures 	

A.12. Conflict resolution

Rationale:

Conflict will be part of the process of any group. It is a necessary and creative dynamic in most relationships and should be seen as a useful force that can help a group become more aware of the ways it works, and thus encourage change and growth. It is important to establish open communication. If the group is non-judgmental, problem solving will be easier.

A.12.a. Policy	Mutual respect and an honest attempt to listen and understand other points of view shall, without exception, be the frame of reference within which all HUB Cycling meetings are conducted.	
A.12.a Procedure	<ul style="list-style-type: none"> • All Board members shall be made aware of the HUB Cycling conflict resolution policy in their orientation. • If conflict arises in a Board meeting, the President (or another Board member if the President is involved in the conflict) will stop the discussion and refocus it on the issue at hand. • If a Board member is regularly in conflict situations with others, the Board President and/or the Board Development Committee will meet with the Board member and discuss the situation. In the event that another resolution cannot be found, the President will recommend to the Board that the volunteer be asked to leave his/her position. The President will document all discussions. 	

	<ul style="list-style-type: none"> • The Board member will be given the opportunity to appear before the Board if s/he disagrees with the recommendation. • The Board shall vote on the President’s recommendation. The decision of the Board of Directors will be final. 	
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A.13. Board meetings

Scheduling meetings

<i>A.13.a. Policy</i>	The full Board shall meet monthly. Board meetings are to be held in person or via a secure web conferencing tool that all board members have access to. Accommodations will be made for web or dial in access on request by those Board members not available to attend in person.	
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<i>A.13.b. Policy</i>	As far as possible, Board meetings shall be held on a regular schedule so that members are able to plan their schedules accordingly.	
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Special meetings

Rationale:

Very occasionally, matters arise which are both urgent, in the sense that they should not or cannot wait until the next regularly scheduled Board meeting, and important or controversial, in the sense that Directors need the opportunity to discuss them in a more thorough and nuanced way than can effectively happen over e-mail. In those limited circumstances, a Special meeting of the Board may be called. All other matters should be dealt with at a regular monthly Board meeting (if controversial but not urgent) or by e-mail (if urgent but not controversial).

<i>A.13.c. Policy</i>	Special Board meetings may be held in between the regular monthly meetings where necessary to discuss and vote on urgent motions which require discussion or are otherwise not appropriate for e-mail motions.	
<i>A.13.c Procedure</i>	<ul style="list-style-type: none"> • Any Director may call a Special Board meeting to discuss any issue which is urgent in the sense that it should or can not wait until the next regular monthly meeting of the Board, and which is controversial or otherwise requires discussion by the Board. • The Director who proposes the Special Board meeting shall propose a date and time. All other Board members will endeavour to make themselves available, or will propose an alternate time. The meeting will be scheduled so long as at least 75% of 	

	<p>the Directors have confirmed that they are able to attend.</p> <ul style="list-style-type: none"> • The agenda for the Special Board meeting shall be limited to the urgent issue originally identified by the Director who called the meeting. • The Special Board meeting will be held in person, by telephone or via a secure web conferencing tool that all board members have access to. Accommodations will be made for dial in access on request by those Board members not available to attend in person. 	
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A.13.d. Policy	Board meetings shall be held at a location agreeable to most of the Board members, and, within reason, shall always be held in a transit accessible location. When in person meetings are not possible, web meetings should be the alternative, to allow equal participation by all board members.	
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Meeting preparation

Rationale:

It is important to allow Board members time to become familiar with meeting agenda topics so that meetings are as productive as possible. It is also important for members to do their best to prepare themselves to the best of their ability for an informed discussion of the items on the meeting agenda.

A.13.e. Policy	Board members shall do their best to prepare themselves for each Board meeting by proposing agenda items when appropriate and reading agendas and related relevant material.	
A.13.e. Procedure	<ul style="list-style-type: none"> • To allow time for preparation and e-mailing, proposed agenda items shall be sent to the Board President or designee (usually the Board Secretary) at least two weeks before meetings. To the extent possible, items should be introduced with background details. This may include time requirement, presentation format, names of invited guests, expectations, deadlines and/or budgets. • The secretary shall circulate the draft agenda to the Board Executive in advance of their meeting. • The President or designee (usually the Board Secretary) shall circulate the agenda electronically to Board members one week before the meeting. • Agenda items arising less than one week before the meeting may be added to the end of the agenda but will only be dealt with if those attending the meeting choose to do so. The Board will do its best to accommodate urgent items received after the cut-off point. • At least one week prior to the meeting, those presenting reports as part of that month's agenda shall submit a 	

	status report, summarising accomplishments, issues, and future plans, of which the Board should be aware.	
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Meeting procedures

Rationale:

Mutual respect must be the frame of reference within which meetings are conducted.

A.13.e. Policy	All those in attendance at Board meetings shall demonstrate respect for whoever has the floor by allowing him/her to speak without undue interruption. Speakers shall also recognise that others may want to contribute and shall be mindful of timelines for discussion. Anyone attending a Board meeting shall be made to feel comfortable suggesting that this respect be enforced.	
A.13.e Procedure	<ul style="list-style-type: none"> • The Board President or designee will set time estimates for the agenda items based on information provided by the person who originated the item. These estimates are intended to guide the treatment of a specific item, not to stifle discussion. • If an item exceeds its time limit, the President shall be made aware of this by the appointed timekeeper so that the item can be addressed via e-mail, deferred, or continued at the discretion of those in attendance. 	

A.13.f. Policy:	The quorum of a meeting of directors shall be five (5) directors, or a majority of the directors then in office, whichever is less (excluding any directors who have been granted a leave of absence). Emeritus Directors are not included in this count.	
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A.13.g. Policy	The Board shall cause minutes to be taken of the names of members of the Board present and of all proceedings at all Board meetings.	
A.13.g. Procedure	<ul style="list-style-type: none"> • The Board Secretary shall take minutes at every Board meeting. • If the Secretary is absent, before any other business is carried out, someone else will be assigned to record minutes. 	

Meeting follow-up

A.13.h. Policy	Minutes for each meeting shall be published within a reasonable period of time after the meeting and a final version kept by the Board Secretary for records purposes.	
A.13.h. Procedure	<ul style="list-style-type: none"> • The Secretary (or acting Secretary) will publish the draft minutes of the meeting as soon after the meeting as is feasible - ideally within 5 business days. 	

	<ul style="list-style-type: none"> • Any changes or corrections shall be forwarded to the Secretary • The Secretary shall also keep a copy of the minutes of each meeting for the organization’s official records. • Once the Board Meeting minutes are approved (usually at a subsequent Board meeting) a copy of the minutes, apart from any in camera minutes, will be posted on the bikehub.ca website for member access. • If the Secretary was not present at a meeting and someone else took minutes, that person is responsible for making sure the final minutes are received by the Secretary. 	
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A.14. Decision making

Voting

A.14.a. Policy	All members of the Board may vote at all Board meetings and on all electronic motions, apart from Emeritus Directors and Mentees.	
A.14.a Procedure	<ul style="list-style-type: none"> • Motions are passed by a majority of votes in favour, unless this manual specifies otherwise. • In the event of a tie vote, the motion fails. • Any Director may make or second a motion. • The Director who makes a motion may retract it. • Any Director may propose an amendment to the motion before the vote, subject to the agreement of the other Directors. 	

Electronic motions

Rationale:

Time-sensitive business, beyond the control of HUB Cycling but affecting its actions and decisions, occasionally happens between regular Board meetings. In addition, small “housekeeping” items that don’t require a great deal of discussion, but which do require Board approval, also come up frequently. Such small items can be dealt with quickly without taking up meeting time. For these reasons, the HUB Cycling Board may pass motions between monthly Board meetings.

A.14.b. Policy	On-line (email) motions shall be considered valid except in those cases where they would set policy. Email motions shall not be used for contentious votes, such as recommending a list of candidates for election at an Annual General Meeting.	
A.14.b. Procedure	<ul style="list-style-type: none"> • The President or designee shall circulate the motion to all Board members. • All Directors shall respond within two business days of the motion being circulated. 	

	<ul style="list-style-type: none"> • E-mail motions shall be used only where there is urgency, in that the matter should not wait until the next Board meeting, or where the subject matter is not expected to be controversial or require discussion among Board members. • An e-mail motion shall contain a reason why the matter is urgent and not expected to be controversial . • All Board members have the right to ask that an e-mail motion that is urgent be discussed at a special meeting of the Board or that an e-mail motion that is not urgent be discussed at the next Board meeting. • Any e-mail motion that receives 'yes' votes from more than fifty percent of Board members will be considered passed by the Board even if all Board members do not review the item prior to the motion passing. • When a sufficient number of Directors has agreed to a motion, the president or the originator of the motion shall proclaim the motion passed. • The Board member who circulated the e-mail motion to the Board may retract the motion before it passes. • Any Board member may propose an amendment to the e-mail motion before it passes. 	
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A.15. Correspondence

Rationale:

It is essential that HUB Cycling speak with a unified voice and present itself in a professional manner to be, and be seen to be, credible and knowledgeable on the issues we address.

A.15.a. Policy	All Board Members shall follow HUB Cycling Communications Policy I.3 which covers low risk correspondence, higher risk correspondence, individual statements, approvals, and time sensitive events.	
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Signing letters

A.15.b. Policy	Unless there is a compelling reason to do otherwise, HUB Cycling letters shall be signed by the Board President, the Executive Director or their designee; the relevant committee chair, or, in cases where HUB Cycling has no local committee, by a Board-approved representative. Where appropriate, other Board or local committee members (who are members in good standing of HUB Cycling) may be listed as the contact person for a given issue. Letters and reports are subject to HUB Cycling communications policy approval procedure I.3	
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Custody of Board correspondence

A.15.c. Policy	All HUB Cycling Board correspondence shall be kept by the Board Secretary for organizational records.	
A.15.c. Procedure	<ul style="list-style-type: none"> • A copy of all written correspondence (letters, external e-mails, press releases, etc.) shall be forwarded to the HUB Cycling Board Secretary as soon as practicable but no later than 21 days from the time it was written. • Copies of correspondence received in relation to the original letter shall be forwarded to the Board Secretary within 30 days of receipt. 	

A.16. Board members speaking on behalf of HUB Cycling

Rationale:

It is essential that HUB Cycling speak, and be seen to speak, with a unified voice. It is also vital that the policies and opinions expressed be those agreed upon by the organization and not simply those of individual members.

A.16.a. Policy	All Board members shall follow HUB Cycling policy I.1 which covers public speaking, interviews, and media requests on behalf of HUB Cycling.	
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A.17. Potential conflict of interest

Rationale:

The avoidance of conflict of interest is a key legal responsibility of a Board member and more than just a policy document created for the organization. For Board members, this legal responsibility is considered a part of the fiduciary responsibility as outlined in the Society's by-laws (refer to the HUB Cycling by-laws in [Appendix A](#)).

A.17.a. Policy	Board members will not abuse contacts made in the course of their work as Board members for their own personal interest, gain, or profit.	
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A.17.b. Policy	Any Board member who is deemed to have a conflict of interest will be asked to either cease the activity or to leave the Board.	
A.17.b. Procedure	<ul style="list-style-type: none"> • The Board President will ensure that all Board members understand the conflict of interest policy. • Should a Board member subsequently be deemed to have a conflict of interest, the Board President and the Board Development Committee will meet promptly with the Board member to discuss the matter and appropriate action will be taken to resolve the situation. • The President will document all discussions. 	

A.17.c. Policy	Any Board member who wants to use the HUB Cycling name, logo, or photos in material for public distribution must obtain prior written permission from the Board. The Board will not permit use for personal gain or to promote or endorse any political party.	
A.17.c. Procedure	The Board member will submit a copy of the proposed material to the Board President who will refer the matter to the Board for a decision.	

A.18. Board evaluation

Rationale:

It is important in maintaining a strong organization to reflect regularly on the functioning of the organization.

A.18.a. Policy	The Board shall regularly evaluate its own performance and effectiveness as a governing body.	
A.18.a. Procedure	This process shall take place annually in a month chosen by the Board Development Committee, but at least annually. It shall be facilitated by the Board Development Committee, and shall be separate from the process of evaluating the accomplishment of goals.	

B. Local Committees

Rationale:

Local committees are run independent of the Board of Directors and are responsible for upholding the mission and values of HUB Cycling, obeying its by-laws and constitution, and adhering to policies established by the Board of Directors. Local committee meetings take place in various municipalities throughout the Lower Mainland and focus on issues specific to the municipality in which they are located. Local committees maintain links to the organization through a staff local committee liaison role which reports to the Director of Communications , and informally via assigned director liaisons to each local committee, who are appointed by the Board. Although there are usually several regular attendees at meetings who are HUB Cycling members, local committees have no official membership lists, and members of the public are welcome to participate in meetings. The only official positions in local committees are the Committee Chair, a Co-chair (if there is one), and secretary (if there is one) .

B.1. Establishing new local committees

Rationale:

In order to affect positive change in cycling conditions throughout BC, HUB Cycling is working toward establishing a presence in specific BC municipalities through the development of a network of independent but mutually supportive local committees.

B.1.a. Policy	Without undermining the efforts of others nor existing local committees, HUB Cycling shall make an ongoing effort to set up and maintain active local committees in additional BC municipalities	
B.1.a. Procedure	<p>When establishing a new local committee, the following steps shall, as far as possible, be followed:</p> <ul style="list-style-type: none"> • The HUB Cycling Local Committee Staff Liaison shall provide attendees of the new committee with an advocacy “how-to” package and advice and support in establishing their committee and shall encourage attendees to become HUB Cycling members. • The HUB Cycling Board shall assign a Board member to work with the committee and the staff local committee liaison as the new committee starts up. • The new local committee shall appoint a committee chair (who must be or become a HUB Cycling member). • A regular meeting time and place shall be established, issues identified, and interested individuals invited to attend. • Where a local committee is currently not deemed feasible (because of lack of local members, or other structures already in place, etc.), the HUB Cycling Board shall do its best to have a HUB Cycling representative in that municipality coordinate with existing group(s) or individuals and offer support insofar as it forwards the mission and values of HUB Cycling. 	

Naming new local committees

Rationale:

It is important to maintain the consistency of the HUB Cycling name throughout the Lower Mainland while still appealing to those working with local city halls, other agencies, and the public on issues in individual communities.

B.1.b. Policy	The naming format for committees shall be: HUB Cycling – name of municipality (e.g. HUB Cycling - New Westminster Local Committee).	
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B.2. Local committee meetings

Committee chair(s)

B.2.a. Policy	Committee chairs and Co-chairs shall be HUB Cycling members in good standing. The roles of committee chair and staff local committee liaison shall not concurrently be held by the same person.	
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B.2.b. Policy	Committee chairs and Co-chairs shall be approved by the Board or Executive Director, and may be removed from their Local Committee positions by a vote of the Board or by the Executive Director	
B.2.b Procedure	<ul style="list-style-type: none"> • Before or after a Local Committee election for chair(s), the Board or ED will review the candidates and confirm their support, based on the candidate’s willingness to uphold HUB Cycling Policies and Procedures. • Should conflicts or issues arise with the chair(s) or other local committee members that are not able to be resolved, including not adhering to HUB Cycling policies and procedures, the Board or ED may remove the chair(s) from their position as chair. The Board or ED will issue one warning to the individual. If the behaviour persists, there will be another warning to the individual with a copy to the local committee and the board informing them. If the behaviour persists, the individual will be removed from the local committee, and the board informed, if they have not already been. • Before any potential removal, all discussions held with the chair(s) on the relevant issues shall be documented, and removing the chair(s) shall be a last resort. Documentation shall be maintained by the staff Local Committee liaison. • Should the removal of a local committee chair(s) take place, all stakeholders will be informed as soon as possible, and a local committee leadership transition plan put in place. This will include ensuring the orderly transfer of any local committee documents, files, membership lists, and so on. 	

B.2.c. Policy	Local Committee Chairs and Co-chairs shall be elected by attendees at Local Committee meetings	
B.2.c. Procedure	<ul style="list-style-type: none"> • When an election is planned it shall be announced in communications to local committee members at least one month in advance. This will include a description of the role and an estimate of the time commitment. • Established terms of 2 years are encouraged for the chair(s). • All meeting attendees are eligible to vote for any committee chair or co-chair • An election officer shall be nominated for the vote. The election officer will not be a person that is running for a position. Local Committees may request that the Local Committee Liaison or a Board member attend to act as the election officer. • Voting shall take place through secret ballot, collected, counted, and recorded by the nominated election officer. If elections are hosted virtually, an online tool like Zoom 	

	Polls will be used. Results will be recorded in the meeting minutes.	
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Meeting date and location

B.2.d. Policy	To the best of their ability, all HUB Cycling local committees shall establish a regular meeting date and transit-accessible location(s) and meet at least 10 times per year. Local Committee meetings are held in person, or via a secure web conferencing tool that all attendees have access to.	
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Publicizing meetings

Rationale:

HUB Cycling local committee meetings have great potential to attract new HUB Cycling members and raise awareness of local cycling issues; it is vital to let the public know that HUB Cycling exists and is working to improve cycling conditions in the municipalities of the Lower Mainland.

B.2.e. Policy	Local committees shall do their best to publicise their meetings as widely as possible within their local municipalities.	
B.2.e. Procedure	<ul style="list-style-type: none"> One week prior to the meeting, electronically publish a notice of the meeting along with a draft agenda. 	

Meeting procedures

Rationale:

While local committees work relatively independently of one another and of the Board of Directors, it is important to maintain contact among local committees and between local committees and the Board so that groups can learn from other jurisdictions, to develop a sense of unity, and to ensure that all groups are working toward their shared vision in accordance with the HUB Cycling mission and values.

B.2.f. Policy	Each local committee shall have a standing agenda item intended to update its members on general HUB Cycling issues and highlights	
B.2.f. Procedure	<ul style="list-style-type: none"> The HUB Cycling Board will upon request provide copies of Board meeting minutes for information to be shared. The staff local committee liaison will provide the local committee with updates and issues and will relay any local committee concerns or issues back to the organization. 	

Rationale:

HUB Cycling local committee meetings are open to anyone who is interested in attending.

B.2.g. Policy	All who attend local committee meetings shall be made to feel welcome and shall be provided with an introduction to the organization and to the local committee as appropriate.	
B.2.g. Procedure	<ul style="list-style-type: none"> • Committee chairs shall bring current newsletters and brochures to all committee meetings and, if non-HUB Cycling members are present, discuss the issue of membership. • The committee chair will provide all first-time attendees with a welcome package and current HUB Cycling newsletter and brochure as background information and will encourage them to ask questions and participate freely in the discussion. • All present shall be encouraged (but not required) to participate fully in the meeting, including voting on issues that have been discussed. 	

Rationale:

Although local committee meetings are open to anyone who chooses to attend, all those in attendance are expected to follow HUB Cycling’s policies on meeting conduct in order to keep meetings productive and positive.

B.2.h. Policy	Mutual respect and an honest attempt to listen and understand other points of view shall, without exception, be the frame of reference within which HUB Cycling meetings are conducted. Anyone attending a local committee meeting shall be made to feel comfortable suggesting at any time that this mutual respect be enforced.	
B.2.h. Procedure	<ul style="list-style-type: none"> • The committee chair will set time estimates for the agenda items based on information provided by the person who originated the item. These estimates are intended to guide the treatment of a specific item, not to stifle discussion. • Respect will be demonstrated for whoever has the floor during discussion by allowing him/her to speak without undue interruption. Speakers shall also recognise that others may have comments to add and shall be mindful of timelines for discussion. • If an item exceeds its time limit, the chair shall be made aware of this so that the item can be addressed via e-mail, deferred, or continued at the discretion of those in attendance. 	

Meeting minutes

B.2.i. Policy	Local committees shall record minutes, including the names of those in attendance and all proceedings at the meetings.	
B.2.i. Procedure	<ul style="list-style-type: none"> • A recording secretary shall be established at the beginning of each local committee meeting. • The recording secretary shall record the minutes of the meeting and the draft minutes will be published 	

	<p>electronically as soon after the meeting as is feasible - ideally within 5 business days of the meeting.</p> <ul style="list-style-type: none"> • Any changes or corrections shall be forwarded to the recording secretary. • The final minutes will be published and archived electronically for the organization's official records. 	
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B.2.j Policy	When a HUB Cycling member leaves his/her chair or elected appointment, all HUB Cycling documentation and all related records must be handed over to the appropriate chair. The material will be re-distributed when a replacement is appointed.	
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B.3. Goal setting

B.3.a. Policy	HUB Cycling local committees will carry out an annual tactical planning, goal setting, and review process for its mandated municipality.	
B.3.a. Procedure	<ul style="list-style-type: none"> • Each year in a month agreed upon by committee members, local committees will set short-term and long-term goals and objectives for the committee and evaluate the success of the previous year's work. • These goals and objectives shall be reviewed by the staff local committee liaison. 	

B.4. Decision making

Rationale:

Decisions at the local committee level are generally consensus-based, however this is not always possible when a variety of opinions exist on a given issue.

B.4.a. Policy	Local committee decisions shall be made by agreement of the majority of those in attendance at a given meeting.	
B.4.a. Procedure	<ul style="list-style-type: none"> • Official votes are not required if there appears to be a general consensus of opinion. • If a general consensus is not reached, the committee may decide to discuss the issue further and develop a position that more people can support or it may decide on a majority vote. • If anyone feels the opinion of the group is not clear, s/he may request a committee vote. 	

Voting

Rationale:

While HUB Cycling encourages all who attend its local committee meetings to become members, we respect the fact that some choose not to. Regardless, it's important for

HUB Cycling to hear and understand the views of as wide a range of cyclists as possible to better represent the needs of Lower Mainland cyclists.

B.4.b. Policy	Voting shall be done by majority vote of those present at the meeting.	
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B.4.c. Policy	All those present at a local committee meeting, whether HUB Cycling members or not, are entitled to vote on issues discussed at the meeting.	
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B.4.d. Policy	The staff local committee liaison will advise the organization of the outcome of a local committee vote if s/he believes it runs counter to the HUB Cycling values or mission.	
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Electronic voting

Rationale:

On occasion, time-sensitive issues come up between regular local committee meetings that require group input. In these cases, the committee chair may send out an electronic question and request a group vote on the issue.

B.4.e. Policy	In the case of time sensitive issues requiring group agreement, electronic voting shall be used at the discretion of the committee chair.	
B.4.e. Procedure	<ul style="list-style-type: none"> • Time sensitive issues requiring an electronic vote shall be sent by the chair to all those who were present at the meeting at which the issue was discussed and to those who specifically ask to be included. • A reason for requesting an electronic vote along with a response deadline shall be included with the question. • A “no response” is counted neither for nor against the issue under consideration. 	

B.5. Conflict resolution

Rationale:

Conflict will be part of the process of any group. It is a necessary and creative dynamic in most relationships and should be seen as a useful force that can help a group become more aware of the ways it works, and thus encourage change and growth. It is important to establish open communication. If the group is non-judgmental, problem solving will be easier.

Policy	Mutual respect and an honest attempt to listen and understand other points of view shall, without exception, be the frame of reference within which HUB Cycling meetings are conducted.	
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B.5.a. Procedure	<ul style="list-style-type: none"> • New attendees of local committee meetings shall be made aware of the HUB Cycling conflict resolution policy as appropriate. • If conflict arises in a local committee meeting, the chair (or another attendee if the chair is involved in the conflict) will stop the discussion and re-focus it on the issue at hand. • If a local committee meetings attendee is regularly in conflict situations with others, the committee chair will meet with the attendee and discuss the situation. In the event that another resolution cannot be found, the chair will ask the person not to attend future local committee meetings. The chair will document all discussions. 	
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B.6. Communications

Rationale:

As a large part of cycling advocacy is working with local governments and their subordinate bodies, as well as with the media and the public, it is essential to establish and develop positive working relationships with all of these groups.

B.6.a. Policy	Despite any potential differences of opinions on issues, HUB Cycling local committees shall, to the best of their collective ability, maintain positive, professional, and respectful relations and a consistent voice when communicating with local politicians and public employees and with the local media.	
B.6.a Procedure	<ul style="list-style-type: none"> • Failure to adhere to this policy will result in a discussion between the local committee chair(s) and the individual involved, with the Executive Director or an appointed representative of the Board. All discussions will be documented. • If a resolution can not be found, the chair(s) may be removed from their positions as per policy B.2.b 	

B.6.b. Policy	Local committees shall send out letters and press releases only with the approval of the local committee chair, and subject to HUB Cycling communications policy I.3	
B.6.b. Procedure	<ul style="list-style-type: none"> • Local committees shall contact directly and, to the extent possible, work cooperatively with local bodies and governments within their mandated region. • All written correspondence from a local committee (letters, e-mails, press releases, etc.) shall include <i>both</i> local contact details (generally, but not always, that of the committee chair) <i>and</i> the overall HUB Cycling primary address and contact phone number. • The text of the letter, as sent to the official, shall be published electronically for the information of the HUB 	

	<p>Cycling membership unless the issue is deemed by the committee and/or the Board to be sensitive.</p> <ul style="list-style-type: none"> • Should a committee wish to advocate on an issue overlapping the mandated area of another HUB Cycling local committee, it will contact the other committee to avoid conflict and to establish a position beneficial to all involved. • The Regional Advisory Committee (RAC) shall facilitate cooperation between committees on items of shared interest. • In the case of an issue that overlaps jurisdictions, any letter sent shall be approved by the committee chairs for all committees involved, and signed by the chair of each committee, in addition to the requirements of HUB Cycling communications policy I.3. • In the case of an irreconcilable disagreement over an issue between local committees, the committees shall ask the RAC, as representatives of the HUB Cycling Board, to help resolve the issue. The Board decision shall be final. • If appropriate, copies of correspondence received in relation to the original letter shall be forwarded to relevant committee chairs as soon as possible – ideally within 5 business days. • Copies of correspondence received in relation to the original letter shall be published electronically for information sharing and archiving purposes. 	
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Signing letters

B.6.c. Policy	Local issues relevant to local community shall be signed by the local committee chair or their designee, after approval subject to HUB Cycling communications approval policy I.3	
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Custody of local committee correspondence

B.6.d. Policy	All HUB Cycling local committee correspondence shall be published electronically for organizational records.	
B.6.d. Procedure	<ul style="list-style-type: none"> • A copy of all written correspondence shall be published electronically for archive purposes • Correspondence appropriate to be shared shall be made available to all committee members • Copies of correspondence received in relation to the original letter shall be published electronically. 	

B.7. Local committee members speaking on behalf of HUB Cycling

Rationale:

It is essential that HUB Cycling speak with a unified voice and present itself in a professional manner so as to be, and be seen to be, credible and knowledgeable on the issues we address.

B.7.a. Policy	Local Committee members shall follow HUB Cycling policy I.1 which covers public speaking, interviews, and media requests on behalf of HUB Cycling.	
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B.8. Local committee brochures and promotional materials

Rationale:

HUB Cycling produces a range of promotional materials, including its newsletter, brochures, leaflets, banners, the portable display, etc. that represent the organization as a whole. In order to appeal to local governments in individual municipalities and to address issues specific to various municipalities, it may at times be useful to have local committee-specific HUB Cycling materials.

B.8.a. Policy	Where appropriate, local committees shall make an effort to maintain an up-to-date brochure or other promotional materials for the purpose of raising awareness of the local committee, of HUB Cycling as a whole, and of cycling issues in general.	
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B.8.b. Policy	The HUB Cycling Board shall budget appropriate funds to support local committees in developing and printing municipality-specific HUB Cycling brochures.	
B.8.b. Procedure	<ul style="list-style-type: none"> • To receive Board funding for the development of a brochure, each municipality-specific brochure shall contain: <ul style="list-style-type: none"> • HUB Cycling logo • HUB Cycling mission statement • HUB Cycling values • Membership information • HUB Cycling contact information • The content of all promotional information shall conform to HUB Cycling mission, values and design standards. • A draft of any proposed promotional materials shall be approved by the staff local committee liaison. 	

B.9. Local committees signing contracts with outside organizations

Rationale:

In the interest of raising awareness of cycling issues and of HUB Cycling in individual communities, local committees may find it beneficial to develop projects or programs in partnership with other like-minded organizations. During such projects, local committees may wish to enter into binding contracts with outside organizations.

B.9.a. Policy	Local committees shall be empowered to begin discussions with outside groups or agencies to determine if there are grounds for collaboration; however, no final agreement shall be made between any HUB Cycling local committee and any other organization without the express support of the HUB Cycling Board of Directors and the Executive Director. Support may be withheld if the agreement is not in the best interests of HUB Cycling as a whole or if it conflicts with the HUB Cycling mission or values.	
B.9.a. Procedure	<ul style="list-style-type: none"> • Should a contract need to be signed between HUB Cycling and an outside body, the approval of both the HUB Cycling Board or the Executive Director, and the local committee is required. • Any of the Board, the Executive Director, and the relevant local committee shall maintain the right to cancel the contract prior to signing if it is felt that it is not in the best interests of the local committee or of HUB Cycling as a whole. 	

B.10. Potential conflict of interest

B.10.a. Policy	Local committee members will not abuse contacts made in the course of their work as committee volunteers for their own personal interest, gain, or profit.	
B.10.b. Policy	Any local committee volunteer who is deemed to have a conflict of interest will be asked to either cease the activity or to discontinue their association with HUB Cycling.	
B.10.b. Procedure	<ul style="list-style-type: none"> • The committee chair will ensure that all local committee members understand the conflict of interest policy. • Should a local committee member subsequently be deemed to have a conflict of interest, the Board President will meet promptly with the committee member to discuss the matter and appropriate action will be taken to resolve the situation. • The President will document all discussions. 	

B.11. Local committee spending

B.11.a. Policy	Any committee that holds a minimum of ten (10) meetings per year is authorised to receive funds from the organization.	
B.11.a. Procedure	<ul style="list-style-type: none"> • The Board and Executive Director shall annually set an amount that local committees may spend on casual events. • Casual event funding beyond this predetermined limit shall require approval in advance of any expenditure. 	

B.12. Compensation

<i>B.12.a. Policy</i>	Committee members shall receive no monetary compensation for their volunteer work apart from pre-approved reimbursement for out-of-pocket expenses.	
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B.13. Evaluation

Rationale:

It is useful to examine occasionally the running of an organization to ensure that it is working as efficiently and effectively as possible.

<i>B.13.a. Policy</i>	Each local committee shall review annually in an agreed-upon month the operation of the committee. This is to be done separately from the review of work plans and priorities and is intended to ensure the smooth operation of the local committee as a group.	
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C. Staff

C.1 Reporting

C.1.a Policy	The HUB Cycling Board of Directors is responsible for hiring and ensuring the effectiveness of the Executive Director. All other staff report to the Executive Director.	
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C.1.b Policy	The Operations Committee is responsible for assisting the Executive Director in all personnel matters.	
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C.2 Employment Contracts

C.2.a Policy	All HUB Cycling staff will have signed employment contracts detailing the terms of their employment and compensation.	
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C.3 Adherence to Policies

C.3.a Policy	HUB Cycling staff are responsible for adhering to all policies established by the Board of Directors. Additional policies specific to their roles will be established by the Executive Director or direct supervisor and are not included in these Board policies.	
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C.4 Annual Reviews

C.4.a Policy	All HUB Cycling staff will have at the minimum, a formal annual review with their immediate supervisor. The Executive Director will be responsible for ensuring that annual reviews take place.	
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C.4.b Policy	An annual review of the Executive Director will be conducted by the President and one other Board member.	
C.4.b Procedure	<ul style="list-style-type: none">• The President will solicit input in advance from board members as part of the ED annual review process.• Summary results of the ED review will be shared with board members.	

C.5 Professional development and continuing education

Rationale:

Additional learning and skills development opportunities may occasionally be made available to staff members. This training may be delivered by HUB Cycling, or the staff member may be fully or partially reimbursed for the cost of receiving organization-approved, position-related training from other sources such as workshops and conferences.

C.5.a. Policy	Funds permitting, staff members will be encouraged to attend training sessions put on by other organizations that are relevant to their work with HUB Cycling.	
C.5.a. Procedure	<ul style="list-style-type: none"> Any staff member wishing to attend a workshop will submit a request for development funds which should include the subject of the workshop, the dates, the relevance of the course to their work at HUB Cycling, and the cost. Consideration may be given to the following factors: the length of time the staff person has been with HUB Cycling, the amount of funding available, the relevance of the workshop, etc. The staff member should be prepared to report back to the organization to share the information gained. 	

C.5.b. Policy	HUB Cycling staff members shall be encouraged to take a Can-Bike, Bike Right (or similar) cycling skills course or show that they are certified by a qualified instructor.	
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C.6. References

C.6.a. Policy	Upon request, HUB Cycling staff shall be given reference letters by the HUB Cycling Executive Director after a reasonable period of satisfactory work for HUB Cycling.	
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C7. Hiring independent contractors

C.7.a. Policy	The availability of HUB Cycling contract positions will be advertised publicly where possible and reasonable, and in all cases subject to the decision of the Executive Director.	
C.7.a. Procedure	HUB Cycling will post notice of all contract positions in the appropriate media, including HUB Cycling social media.	
C.7.b. Policy	Selection of contractors shall be based on suitability, availability, and competence for the position as described in the position description or, in the case of a request for proposals, the individual or group who offers the package of services/products most appropriate to HUB Cycling’s needs.	
C.7.c. Policy	The Executive Director shall appoint contract workers.	

C.7.d. Policy	Independent contractors shall be paid according to the agreement reached between the contractor and HUB Cycling.	
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C.8. Staff and Contractor Travel Reimbursement

Rationale:

HUB Cycling will reimburse employees, contractors, and volunteers for travel as part of HUB Cycling business, subject to expense claim approval.

C.8.a. Policy	Travel reimbursement applicability is: <ul style="list-style-type: none"> • Local travel within Metro Vancouver. • Cycling skills workshops / courses – instructors • Meetings for HUB business – employees, contractors. • Reimbursement policy excludes travel for which Contract fees explicitly include travel. 	
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Transportation Options

C.8.b. Policy	Transportation Options: <ul style="list-style-type: none"> • Travel by bicycle / transit / on foot strongly encouraged. • Travel by car from a car coop or personal vehicle when necessary. • Any travel mode is encouraged such that it minimizes the time spent traveling, impact of travel on the environment, and cost of travel to HUB Cycling. 	
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Distances

C.8.c. Policy	Minimum Distance for Reimbursement: More than 10 km and less than 60 km (one way) between course, workshop or meeting, and whichever is the lesser of: <ul style="list-style-type: none"> • place of residence / work /HUB office for instructors / contractors / volunteers residing / working in Metro Vancouver, OR • from HUB office for instructors / contractors / volunteers living / working outside of Metro Vancouver. <p>10 km distance is chosen as the lower limit for being a reasonable cycling distance, with the travel time reasonably covered by existing fees. 60 km distance is chosen as the upper limit for being (roughly) the longest distance between two points within Metro Vancouver. Distances over 60 km are considered “out of town” travel, and may be reimbursed on a case by case basis, as</p>	
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	determined by the Board, or the Director of Programs and Development for HUB subcontractors.	
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Travel Time and Cost

C.8.d. Policy	<p>Time and travel cost may be reimbursed at the following rates:</p> <p>Time:</p> <ul style="list-style-type: none"> • 1/2 hour of travel time in each direction of travel, for travel distance of more than 10 km and up to 25 km. • 1 hour of travel time in each direction of travel, for travel distance of more than 25 km and up to 60 km. • Travel time reimbursement rate shall be \$20/hr. <p>Cost:</p> <ul style="list-style-type: none"> • Transit fare as indicated by submitted receipts or tickets • Co op cars are available for contractor/subcontractor use for travel over 10 km, but registration must be completed in advance. All expenses related to this are covered by HUB Cycling. • Reimbursement for personal vehicle use must be approved in advance by the appropriate program manager, Director of Programs or Executive Director. HUB Cycling will pay 50 cents/km to cover all costs including but not limited to gas, insurance, maintenance. 	
C.8.d. Procedure	<ul style="list-style-type: none"> • Travel costs submitted on expense invoices must include the distances traveled on a given date and all relevant and appropriate receipts. HUB Cycling may verify the stated travel distances. • Contractors and volunteers dishonouring the travel policy may be requested to reimburse HUB for overpayments. In addition, any one dishonouring the travel policy may be excluded from receiving any travel reimbursements for the balance of their Contract, and/or may be terminated from HUB Contracts. 	

C.9. Driving Infractions and Parking Tickets

C.9.a. Policy	<ul style="list-style-type: none"> • Applies to any HUB Cycling employee or contractor using a shared vehicle under the HUB Cycling account or their own vehicle for HUB Cycling purposes regardless of whether the contractor chooses to use the vehicle or if they use the vehicle at the request of HUB Cycling. • Any kind of driving infraction, parking ticket, towing fee or other penalty due to the manner in which a vehicle is driven or parked is the responsibility of the driver at the time of the infraction. No payments or penalties will be the responsibility of HUB Cycling. 	
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	<ul style="list-style-type: none">• If HUB Cycling is penalized through Modo or other agencies, this value will be deducted from the pay of the responsible individual.	
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D. Volunteers

Rationale:

Volunteers are the lifeblood of HUB Cycling; it has run on the strength of its volunteers since its inception as the VACC in 1998. Since volunteers receive no monetary compensation for the work they do, it is important to recognise why they choose to spend their free time working for HUB Cycling. Some of the reasons people volunteer (in addition to just wanting to help) are: to explore new interests; to feel a sense of accomplishment; to learn new skills; to meet requirements of a course or program; to challenge themselves; to work for a cause; to gain recognition for their abilities; to gain work experience; or to find new friends and new relationships.

Among other things, volunteers bring with them specialised skills, knowledge and contacts; new perspectives; fresh energy; new ideas; and user input.

D.1. Volunteer efforts

Rationale:

As a volunteer-fueled organization, it is important not to spread too thin the efforts of dedicated volunteers as this leads, inevitably, to burn-out and the loss of valuable people. It is equally important to ensure that any work produced by HUB Cycling is done to a high level of quality.

D.1.a. Policy:	The HUB Cycling Board and local committees shall not undertake any project that HUB Cycling is, collectively, unable to carry out to a high level of quality.	
D.1.a. Procedure	<ul style="list-style-type: none"> • Before a new project or issue requiring volunteer time proceeds, the following information must be summarized for the Board, Executive Director, or Local Committee: <ul style="list-style-type: none"> o A brief outline of the scope and goals of the project. o A reason/justification for the project (level of urgency, etc.) o The name of a lead person able and willing to take on the supervision of the project and of other volunteers who may be part of it. o An estimate of the number people needed, the skills and knowledge required to fulfil the task, and the approximate cost. • If these requirements are not met and/or if appropriate volunteers cannot be recruited, the project shall be shelved until such a time as it can be carried out. 	

D.2. Recruiting volunteers

D.2.a. Policy	The sole qualifications for volunteer recruitment are ability and suitability to perform a task on behalf of the organization.	
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D.2.b. Policy	Volunteers shall have the right to expect work which is meaningful and satisfying to them, to receive training and support for the volunteer task if needed, and to be made to feel comfortable in declining a suggested placement or in requesting changes to the position expectation at any point in their involvement with the organization.	
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D.2.c. Policy	HUB Cycling volunteers shall inform themselves as much as possible about the nature, purpose, and organizational structure of HUB Cycling.	
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D.2.c. Procedure	The staff Volunteer Co-ordinator role shall inform all new HUB Cycling volunteers of the HUB Cycling volunteer policy, and provide them with current HUB Cycling promotional materials and other relevant background information.	
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D.3. Volunteer positions

D.3.a. Policy	Every volunteer will have a clearly identified supervisor or contact who will be responsible for day-to-day consultation, support, and direction.	
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D.3.b. Policy	Volunteer position descriptions will state both volunteer responsibilities and the limits beyond which volunteers must not go without authorisation from the immediate supervisor.	
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D.4. HUB Cycling expectations of volunteers

D.4.a. Policy	Volunteers shall be sincere in the offer of service, maintain the integrity of HUB Cycling with the public, express their point of view in language that is positive and supportive, and agree to openly consider and respect the ideas of others (whether or not they personally agree with those ideas).	
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D.4.b. Policy	Volunteers shall accept the guidance and decisions of the HUB Cycling Board, Executive Director, and/or the relevant committee chair.	
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D.4.c. Policy	Within reason, all volunteers shall complete tasks as promised, or let their supervisor know in plenty of time if that is not possible.	
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D.5. Volunteer log

Rationale:

Volunteering is an indication of people's belief in the integrity of an organization and the value of what it offers the community. The number of volunteer hours an organization is offered is also one means used by many funders to measure the perceived value of an organization.

<i>D.5.a. Policy</i>	HUB Cycling shall endeavour to have volunteers complete a volunteer hour log and submit it monthly to the staff Volunteer Co-ordinator.	
<i>D.5.a. Procedure</i>	<ul style="list-style-type: none"> • Where possible, volunteers will be supplied with a simple electronic volunteer hour log form. • The staff Volunteer Coordinator will communicate monthly with local committee chairs and Board members to find out who is currently volunteering on what projects and will send reminders to volunteers to submit their forms. • Volunteers shall fill their log forms out and send them the Volunteer Coordinator at the end of each month. 	

D.6. Volunteers speaking on behalf of HUB Cycling

Rationale:

It is essential that HUB Cycling speak, and be seen to speak, with a unified voice. It is also vital that the policies and opinions expressed be those agreed upon by the organization and not simply those of individual members.

<i>D.6.a. Policy</i>	All volunteers shall follow HUB Cycling policy I.1 which covers public speaking, interviews, and media requests on behalf of HUB Cycling.	
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D.7. Potential conflict of interest

<i>D.7.a. Policy</i>	Volunteers will not abuse contacts made in the course of their work as volunteers for their own personal interest, gain, or profit.	
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<i>D.7.b. Policy</i>	Any volunteer who is deemed to have a conflict of interest will be asked to either cease the activity or to leave their volunteer position.	
<i>D.7.b. Procedure</i>	<ul style="list-style-type: none"> • The staff Volunteer Coordinator will ensure that all volunteers understand the conflict of interest policy. • Should a volunteer subsequently be deemed to have a conflict of interest, the Board President will meet promptly with the volunteer to discuss the matter and appropriate action will be taken to resolve the situation. 	

	<ul style="list-style-type: none"> • The President will document all discussions. 	
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D.7.c. Policy	Any volunteer who wants to use the HUB Cycling name, logo, or photos in material for public distribution must obtain prior written permission from the Board or Executive Director. The Board will not permit use for personal gain or to promote or endorse any political party.	
D.7.c. Procedure	The volunteer will submit a copy of the proposed material to the Board President or Executive Director for review.	

D.8. Privacy

D.8.a. Policy	Volunteers shall be held responsible for maintaining the confidentiality of all proprietary or privileged information to which they are exposed while serving as a volunteer, whether this information involves an individual or overall agency business. Additional details are included in HUB Cycling Privacy Policy in section N	
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D.9. References

D.9.a. Policy	Upon request, HUB Cycling volunteers may be given reference letters by their immediate supervisor or the HUB Cycling President after a reasonable period of satisfactory voluntary work for HUB Cycling.	
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D.10. Compensation

D.10.a. Policy	Volunteers shall receive no monetary compensation for their volunteer work other than pre-approved reimbursement for out-of-pocket expenses.	
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E. General Policies applicable to Board Members, Volunteers, and Staff

E.1. Diversity Policy

E.1.a. Policy	HUB Cycling is committed to creating a welcoming, inclusive organization and to working with people and communities to support them to thrive and prosper. Diversity is integral to this commitment. Diversity among our members, volunteers, staff and Board of Directors allows us to better understand, connect to, and respond to the needs of HUB members and broader communities.	
E.1.a. Procedure	<ul style="list-style-type: none"> • This policy provides a framework to which all other policies should conform. It provides direction to staff, members, volunteers, and the Board. • We view the diversity of our members and communities as assets and strive to create and sustain a diverse and culturally competent organization that reflects the populations we serve. This is central to our mission and to our ongoing efforts to remove barriers to cycling. It is every employee’s responsibility to report the conduct to the respective manager/supervisor. • Diversity is defined as the visible and invisible differences that exist among people, including but not limited to: gender identity, race, ethnic origin, age, place of residence, sexual orientation/identity, economic status, language, religion, education and family/marital status • Equity is defined as a strategy to promote fairness. This means giving individuals the resources they need in order to be successful. Equity may include equal treatment or treatment that is different but is considered equivalent in terms of benefits, obligations, and opportunities. 	

E.2. Zero Tolerance Policy for Violence, Harassment, and Discrimination

E.2.a. Policy	HUB Cycling is committed to providing a safe work environment for all employees. We prohibit all incidents of workplace violence, harassment and discrimination.	
E.2.a. Procedure	<ul style="list-style-type: none"> • It is every employee’s responsibility to report the conduct to the respective manager/supervisor. • Supervisor / Manager will, under the direction of the Executive Director, discipline the employee. • Disciplinary actions up to and including termination will be taken towards an employee who breaks the policy regarding workplace violence, harassment and discrimination. 	

Definition of Workplace

E.2.b. Policy	For the purpose of this policy, the "workplace" is defined as any and all places where company business is conducted. This includes but is not limited to; <ul style="list-style-type: none">• Company property, whether leased or owned, including buildings, and surrounding areas including: parking lots, sidewalks, and driveways: All off-site locations where company business occurs;• Company sponsored functions: Any location of travel for business purposes.	
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Discrimination

E.2.c. Policy	Discrimination is defined as an action or a decision that treats a person or a group negatively for reasons such as their race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability, or a conviction for which a pardon has been granted or a record suspended.	
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Workplace Violence

E.2.d. Policy	Workplace violence includes, but is not limited to: <ul style="list-style-type: none">• The exercise of physical force by a person including an attempt against a worker that causes or could cause physical injury to the worker. This can include physical injury to the worker; physical acts such as pushing hitting, Kicking or throwing objects;• A statement or behavior that is reasonable for a worker to interpret as a threat to exercise physical force against a worker in a workplace that could cause physical injury to the worker;• Bringing a weapon of any sort to a company workplace or possessing a weapon of any kind while carrying out company business or threatening to bring a weapon to the workplace.	
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Harassment

E.2.e. Policy	For the purpose of this policy, "workplace harassment" is defined as engaging in a course of vexatious comment or conduct against a worker at a workplace that is known or ought to be reasonably known to be unwelcome. This includes conduct that demeans, embarrasses or humiliates an employee. Workplace harassment does not include: <ul style="list-style-type: none">• Legitimate performance management;• Application or delegation of management authority;• Transfers, demotions and job assignments during the course of employment;	
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	<ul style="list-style-type: none"> • Management mistakes; • Any single action is not considered harassment unless it creates a lasting impact on the employee. 	
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E.3. Health and Safety Policy

E.3.a. Policy	HUB Cycling Board Members, Staff, Contractors, and Volunteers shall strive to create and maintain a safe workplace to minimize and/or prevent occupational injuries and illnesses. Consistent and continuous efforts by all employees, contractors and volunteers shall be directed to preventing workplace accidents and maintaining the workplace and equipment in a safe condition.	
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Workers Compensation Act

E.3.b. Policy	At all times, Staff, Contractors and Volunteers are required to observe and comply with the requirements of the British Columbia Workers Compensation Act and its regulations.	
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Directing workers

E.3.c. Policy	Everyone who undertakes, or has the authority, to direct how another person does work or performs a task is under a legal duty to take reasonable steps to prevent bodily and mental harm to that person, or any other person, arising from the work or task.	
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Manager and Supervisor responsibility

E.3.d. Policy	<p>Management is responsible for ensuring that appropriate health and safety standards are developed, implemented and maintained in accordance with the provisions of the British Columbia Workers Compensation Act and its regulations. Supervisors are directly responsible for ensuring the health and safety of Staff, Contractors and Volunteers under their supervision and for ensuring:</p> <ul style="list-style-type: none"> • Safe and healthy work conditions are maintained in their areas of responsibility. • Staff, Contractors and Volunteers who perform their work in compliance with accepted safe work practices and procedures; adequate training is provided to employees so that tasks assigned to employees can be performed safely, including specific health and safety orientation and training to young workers and new workers. • Employees are notified of any potential hazards, which may exist in and around the employee's work location. 	
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	<ul style="list-style-type: none"> • Each employee is responsible for working safely in compliance with accepted safe work practices, procedures and legislated health and safety standards. • Contractors and their workers are responsible for meeting or exceeding the requirements of the Site Health and Safety Program. 	
<p>E.3.d. Procedure</p>	<p>The employees, contractors and volunteers in a supervisory role are responsible to make sure</p> <ul style="list-style-type: none"> • HUB Cycling’s Health and Safety policy is posted at each location and effectively communicated to each employee, volunteer and contractor. • The Health and Safety program is distributed to every employee, volunteer and contractor reporting to him or her. • Safety orientation training is conducted in a timely manner. • Accident reporting is in compliance with WorkSafe BC standards. • All accidents are thoroughly investigated according to WCB standards. • First Aid arrangements and procedures are communicated. • Equipment Lockout procedures are posted when necessary. • Emergency spill procedures are communicated, if appropriate. • Health and Safety monitoring and reporting procedures are conducted as required by legislation. • Other information deemed advisable or necessary by Management for the protection of employees, contractors and volunteers is provided. • A schedule for reviewing the effectiveness of the Health and Safety program at least annually. • A procedure for modifying the Health and Safety program, if necessary. • Communicate Emergency Plan, which outlines procedures to be followed in the event of an emergency arising from fire, theft, break in, bomb threats, power failure, or other natural disasters. Employee / Volunteer emergency response training, including fire training and drills, shall be conducted on a regular basis. • Location Health and Safety policies, plans, and practices are in compliance with the legislated requirements governing the location. • All young and new workers receive adequate health and safety orientation and training prior to commencing work. New worker" means any worker who is new to the workplace; returning to a workplace where the hazards in that workplace have changed during the worker's absence; affected by the change in the hazards of a 	

	<p>workplace; or relocated to a new workplace if the hazards in that workplace are different from the hazards in the worker's previous workplace. Young worker means any worker who is under the age of 25.</p> <ul style="list-style-type: none"> • Disciplinary action up to and including termination for cause shall be taken against any employee who fails to observe this policy or who violates established workplace safety requirements. 	
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E.4. Substance Abuse Policy

Rationale:

HUB Cycling’s main concern and duty is to provide a safe workplace for all our employees. Use of illicit drugs and alcohol can have serious adverse effects on the safety and wellbeing of our employees present at the workplace and may impair an employee’s ability to perform their work functions responsibly. Therefore, we maintain an alcohol and drug free workplace.

<i>E4.a. Policy</i>	<p>HUB Cycling prohibits its employees’, volunteers’, and contractors’ consumption, manufacture, sale or purchase or the attempted consumption, manufacture, sale or purchase of narcotics, drugs, alcohol, or any other illegal or controlled substances and their possession and/or use in the workplace, including cannabis. This prohibition applies equally to the consumption prior to an assignment and / or reporting to the workplace. All individuals working at HUB Cycling (including volunteers and contractors) are expected to report fit for duty for scheduled work and be able to perform assigned duties safely and acceptably without any limitations to use or after affects of alcohol, illicit drugs, non-prescription drugs, prescribed medication, or any other substance that may impair judgement or performance. This does not apply to organized HUB social events where liquor is provided subject to regulation and with appropriate oversight in place.</p>	
<i>E.4.a. Procedure</i>	<ul style="list-style-type: none"> • The ED and managers are to identify and handle all situations promptly where there are concerns about an individual’s ability to perform his or her job safely • Employees who are assessed and suspected to be impaired while at work will be sent home immediately. Transportation will be arranged. The ED or manager is responsible for documenting any incidence of suspected impairment. • Employees are encouraged to inform their manager, or another named person(s) about any situation that may compromise their safety or the safety of others or impair their performance. • Employees shall advise their manager or ED whenever they have any concerns about their colleagues’ fitness for duty. 	

	<ul style="list-style-type: none"> • The ED will work with the manager to determine appropriate disciplinary action if necessary 	
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E.4.b. Policy	<p>HUB Cycling recognizes the fact that a drug and alcohol dependency is a disease that can be successfully treated. Therefore, no employee with a drug or alcohol dependency will be disciplined for requesting reasonable accommodation in conjunction with rehabilitation efforts, however, if an employee violates the provisions of this policy, or because of substance use, does not meet satisfactory standards of safety or work performance, appropriate disciplinary action will be taken. Employees who have substance dependency are strongly encouraged to seek assistance and canvass with their manager avenues in which HUB Cycling may support their recovery.</p>	
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F. Membership

F.1. Membership start and end dates

Rationale:

HUB Cycling membership applications and fees are received in a variety of ways. For insurance purposes, it is important to be consistent and specific about the acceptance and recording of HUB Cycling membership, and the official membership beginning and end dates.

F.1.a. Policy	HUB Cycling annual membership shall be valid from the date application and payment are received by a HUB Cycling representative until the same date the following year (or later year corresponding to the number of years paid for). In the event that a Lifetime Membership is offered, the membership shall be valid until the member cancels it or it ceases under the terms outlined in the HUB Cycling constitution and bylaws	
F.1.a. Procedure	The date payment is received by a HUB Cycling representative shall be the start date.	

F.2. Membership renewal

F.2.a. Policy	A membership shall be considered renewed if payment is received no more than two months after its expiration date. Payments made more than two months after that date shall be considered new memberships. All renewed membership shall begin on the expiration date of the previous membership.	
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F.3. Member participation in HUB Cycling activities

F.3.a. Policy	Only HUB Cycling members in good standing shall participate in HUB Cycling rides or other activities that, for insurance purposes, require participants to be members.	
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F.4. Membership fees

F.4.a. Policy	Members shall vote on the minimum and maximum membership fees at the Annual General Meeting. The Board shall be able to set, modify, and put in place the membership fees at any time within these limits.	
F.4.a. Procedure	The maximum and minimum membership fees, by membership type, are currently set as follows: Individual: \$30 and \$10 Student/senior/low income: \$30 and \$10	

	Family/household additional: \$10 and \$10 Corporate: \$10,000 and 100	
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F.5. Member responsibilities

<i>F.5.a. Policy</i>	HUB Cycling members shall be encouraged to not express views contrary to HUB Cycling values, constitution, or by-laws in a manner or place that could damage the reputation of HUB Cycling.	
<i>F.5.a. Procedure</i>	<ul style="list-style-type: none"> • The HUB Cycling values, constitution, and by-laws shall be accessible through the HUB Cycling website and new HUB Cycling members shall be given a link to them in their membership welcome letter. • If members are heard expressing views contrary to the HUB Cycling values, constitution, or by-laws in a manner or place that would damage the reputation of HUB Cycling, the Board President, Executive Director, or relevant local committee chair will discuss the problem with the member. • Should the action be repeated, and a resolution not found, the Board President may recommend that the member be expelled. Expulsion shall be carried out in accordance with HUB Cycling by-laws. The President will document all discussions. 	

F.6. Privacy/confidentiality

Availability of membership information

<i>F.6.a. Policy</i>	The names and addresses of HUB Cycling members are only available to the HUB Cycling Board, to the relevant committee chair, as well as to staff on a need-to-know basis. This information will not be shared with others without authorisation or used for any purpose other than HUB Cycling operations.	
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Privacy Policy

<i>F.6.b. Policy</i>	HUB Cycling privacy policies are addressed in section N	
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F.7. Membership records

<i>F.7.a. Policy</i>	The Executive Director shall be responsible for the update and safekeeping of the organization's membership records.	
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F.8. Reciprocal membership agreements

Rationale:

Membership numbers are important to HUB Cycling both because membership dues provide revenue and because higher membership numbers increase our credibility when speaking to decision makers. The more cyclists HUB Cycling represents, the more influence we will have. Reciprocal membership agreements are one way to broaden HUB Cycling's membership base by recruiting members of like-minded organizations to also become members of HUB Cycling.

<i>F.8.a. Policy</i>	The HUB Cycling Board or Executive Director may approach other like-minded groups with the idea of developing a reciprocal membership agreement if this is supported by the membership at a vote taken at an Annual General Meeting.	
<i>F.8.a. Procedure</i>	<ul style="list-style-type: none">• The HUB Cycling Board must approve the idea of approaching another organization about a reciprocal membership arrangement.• Agreement on membership fees shall be arrived at jointly by the Boards of Directors of HUB Cycling and of the potential partner organization.• HUB Cycling members shall be informed through their membership renewal letters or member welcome letters of the opportunity to become members of the partner organization and of the applicable rates and conditions. This information shall also be posted on the HUB Cycling website.	

G. Action

G.1. Letter Writing

G.1.a. Policy	For issues of a regional nature, letters and media releases shall be sent by the Regional Advisory Committee.	
G.1.a. Procedure	<ul style="list-style-type: none"> • All written correspondence from the RAC (letters, e-mails, press releases, etc.) shall include <i>both</i> local contact details (generally, but not always, that of the committee chair) <i>and</i> the overall HUB Cycling primary address and contact phone number. • The text of the letter, as sent to the official, shall be published electronically for the information of the HUB Cycling membership unless the issue is deemed by the committee and/or the Board to be sensitive. 	
G.1.b. Policy	Local committees shall send out letters and press releases only with the approval of the local committee chair, and subject to HUB Cycling communications policy approval process I.3	
G.1.b. Procedure	<ul style="list-style-type: none"> • Local committees shall contact directly and, to the extent possible, work cooperatively with local bodies and governments within their mandated region. • All written correspondence from a local committee (letters, e-mails, press releases, etc.) shall include <i>both</i> local contact details (generally, but not always, that of the committee chair) <i>and</i> the overall HUB Cycling primary address and contact phone number. • The text of the letter, as sent to the official, shall be published electronically for the information of the HUB Cycling membership unless the issue is deemed by the committee and/or the Board to be sensitive. • Should a committee wish to advocate on an issue overlapping the mandated area of another HUB Cycling local committee, it will contact the other committee so as to avoid conflict and to establish a position beneficial to all involved. • The Regional Advisory Committee (RAC) shall facilitate cooperation between committees on items of shared interest. • In the case of an issue that overlaps jurisdictions, any letter sent shall be approved by the committee chairs for all committees involved, and signed by the chair of each committee, in addition to the requirements of HUB Cycling communications policy approval process I.3. • In the case of an irreconcilable disagreement over an issue between local committees, the committees shall ask the RAC, as representatives of the HUB Cycling Board, to help resolve the issue. The Board decision shall be final. 	

	<ul style="list-style-type: none"> • If appropriate, copies of correspondence received in relation to the original letter shall be forwarded to relevant committee chairs as soon as possible – ideally within 5 business days. • Copies of correspondence received in relation to the original letter shall be published electronically for information sharing and archiving purposes. 	
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G.2. Signing Letters

<i>G.2.a. Policy</i>	Local issues relevant to local community shall be signed by the local committee chair or their designee, after approval subject to HUB Cycling communications policy approval process I.3	
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<i>G.2.a. Policy</i>	In the case of inter-municipal issues, the Board President or chair of the RAC shall sign letters or shall delegate this authority to an appropriate HUB Cycling member.	
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G.3. Organizational positions on issues

<i>G.3.a. Policy</i>	HUB Cycling organizational positions shall be set by the Board of Directors for region-wide issues or the relevant local committees for local issues.	
<i>G.3.a. Procedure</i>	<ul style="list-style-type: none"> • To the extent possible, organizational positions should be endorsed by the relevant Board committee (RAC, Ops, etc) before being forwarded to the full Board for approval. 	

<i>G.3.b. Policy</i>	Local committees may propose region-wide HUB Cycling positions, but final approval shall be given by the Board of Directors.	
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G.4. Decision-makers using bikes

Rationale:

It is often the case that decision-makers on cycling issues are not aware of the impact of their decision on cyclists and the cycling environment or of the potential of the bicycle as a mode of transportation.

<i>G.4.a. Policy</i>	HUB Cycling shall encourage key decision-makers and individuals in the bicycle planning process at the provincial and municipal level to use a bicycle for transportation occasionally and shall invite decision-makers to participate in HUB Cycling rides of key locations.	
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G.4.b. Policy	HUB Cycling shall encourage key decision-makers and individuals in the bicycle planning process at the provincial and municipal level to take HUB Cycling’s Commuter Cycling Skills class, a Bike Right class, or other appropriate, recognised cycling skills course.	
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G.5. Joining coalitions and forming advocacy partnerships

Rationale:

Forming ad hoc coalitions or advocacy partnerships may be a good way for two or more organizations with common interests to further those interests by joining forces on a specific issue or campaign.

G.5.a. Policy	Forming coalitions or partnerships is addressed in HUB Cycling policy L.1	
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G.6. Speaking on behalf of HUB Cycling

Rationale:

It is essential that HUB Cycling speak, and be seen to speak, with a unified voice. It is also vital that the policies and opinions expressed be those agreed upon by the organization and not simply those of individual members.

G.6.a. Policy	All staff, contractors, and volunteers shall follow HUB Cycling policy I.1 which covers public speaking, interviews, and media requests on behalf of HUB Cycling.	
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H. Programs

H.1. Education

Rationale:

HUB Cycling sees promoting the safe use of bicycles for transportation and enabling as many people as possible to learn the skills necessary to ride safely as vital steps toward making cycling an integral part of the transportation culture. Offering – or supporting those who offer – cycling skills courses helps to create a safer environment on our roads and to increase the number of cyclists who can lead by example.

Geographical distribution of courses

Rationale:

HUB Cycling is working to develop an organizational presence in all the municipalities of BC and to encourage safe, responsible cycling throughout BC.

H.1.a. Policy	HUB Cycling will do its best to present Commuter Skills courses in as many municipalities as possible but will give priority to those municipalities that have provided funding to the program. In addition to in person courses, HUB Cycling will offer online education where possible.	
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Instructor training

H.1.b. Policy	All instructors will be Bike Right certified and will be trained both in course content presentation and in risk management procedures.	
H.1.b. Procedure	<ul style="list-style-type: none"> • Before any instructor teaches a HUB Cycling Commuter Skills course, the supervisor will ensure that s/he has received appropriate training and a copy of the employee manual. • Instructors are responsible for reading and understanding the content of the manual, including the risk management guidelines, before they teach their first class. • Any questions on course content or the risk management guidelines should be directed to the Director of Programs. 	

Bicycling courses

H.1.c. Policy	HUB Cycling shall offer in person cycling skills courses, led by certified and qualified Bike Right instructors, as well as on line courses	
H.1.c. Procedure	<ul style="list-style-type: none"> • If requested, the instructor shall show certification as an instructor under a recognized effective cycling program. • All course participants will be offered the opportunity to become HUB Cycling members 	

H.1.d. Policy	HUB Cycling shall not sanction course activity that involves off-road (mountain bike), stunt, or racing type riding.	
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Insurance

H.1.e. Policy	HUB Cycling shall maintain insurance for all ongoing programs, as covered in HUB Cycling policy P.2	
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H.2. Go By Bike Week (formerly Bike to Work Week)

Rationale:

HUB Cycling Go By Bike Week uses events, friendly competition, and online interactive tools to encourage people to start riding to work and to celebrate those that already do. On the Go By Bike Week site (bikehub.ca/bike-events/go-by-bike-week), participants can log their bicycle commutes and calculate the amount of greenhouse gases that are saved by the bike use. Workplaces are encouraged to create 'teams' where employees can register and log their trips. HUB Cycling tracks the organizations with the highest number of trips, riders, and the best overall workplace involvement. HUB and our community partners host between 25 and 50 celebration stations (tents with food, drink, maps, and bike mechanics) along bike routes in the region. This event occurs twice during the year; once in the spring, and once in the fall.

Celebration Stations

Rationale:

As a region-wide organization, HUB Cycling is working to develop an organizational presence in all of the municipalities of Metro Vancouver and to encourage safe, responsible cycling throughout the region.

H.2.a. Policy	HUB Cycling will do its best to promote Bike to Work Week Celebration Stations in as many municipalities where HUB Cycling operates as possible but will give priority to those municipalities that have provided funding to the program.	
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H.3. Bike to School Week

Rationale:

Bike to School Week is an initiative to encourage students to choose active transportation in their commute to school. The coordinators recruit Team Leaders (a parent, teacher, student etc.) at participating schools who can take a leading role in raising awareness about Bike to School Week. Team Leaders are supported by the Bike to School Week team with posters, tips, and other resources to share with their team. Students are encouraged to participate throughout the week through group rides, fun events, cycling workshops and given the chance to win prizes.

Geographic Presence

Rationale:

HUB Cycling is working to develop an organizational presence in all of the municipalities of BC and to encourage safe, responsible cycling throughout BC.

H.3.a. Policy	HUB Cycling will do its best to promote Bike to School Week events in as many municipalities as possible but will give priority to those municipalities that have provided funding to the program.	
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H.4. Bike Friendly Building Consulting

Rationale:

The HUB Bike Friendly Building services provide customized education, tools and resources to help businesses recruit creative and talented employees, cultivate healthier and more productive work environments, and attract cycling customers.

H.4.a. Policy	HUB Cycling will further its mission by reaching new audiences in the business world, to get more people cycling, more often, to work and to shop.	
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H.5. Program evaluation and development of new programs

H.5.a. Policy	Each respective program manager shall complete an annual review of their program, together with their direct supervisor. These reviews shall be shared with the Executive Director. The Executive Director will ensure that all program reviews are conducted and share the results with the Board of Directors. The Board, together with the Executive Director shall review annually in an agreed-upon month the goals and accomplishments of each program and set goals for the coming year.	
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H.5.b. Policy	HUB Cycling shall develop new programs as the need arises and as resources exist. All new programs must comply with HUB Cycling's values and serve to forward its mission.	
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I. Communications

I.1. Public Speaking, Interviews, and Media Requests on behalf of HUB Cycling

Rationale:

It is essential that HUB Cycling speak, and be seen to speak, with a unified voice. It is also vital that the policies and opinions expressed be those agreed upon by the organization and not simply those of individual members.

I.1.a. Policy	<p>The following officers may speak publicly on behalf of HUB Cycling:</p> <ul style="list-style-type: none"> • President of the Board • Current Board Member who has been on the board for at least 8 months and who regularly attends board meetings. • Executive Director • Director of Communications • Chair of the Regional Advisory Committee • Local Committee Chair. A Chair may appoint a Communications Representative for public speaking if preferred • Program Manager 	
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I.1.b. Policy	<p>If there is little or no time for pre-planning, the above officers have authority to speak on behalf of HUB Cycling being consistent with board strategy and direction. A follow-up notification to the Board and/or ED is required.</p>	
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I.1.c. Policy	<p>If schedule allows, the strategy for verbal messages should be approved by/discussed with at least two of the officers from the same list of those who may approve "higher-risk" written statements</p>	
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I.1.d. Policy	<p>HUB officers may refuse to comment or respond to media requests.</p>	
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I.2. Relations with elected officials

Rationale:

It is important for HUB Cycling to establish and maintain effective working relationships with elected officials.

I.2.a. Policy	<p>When a new government is elected at the municipal or provincial level, the HUB Cycling Board or relevant local committee shall make a reasonable effort to create</p>	
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	awareness of HUB Cycling and its mission with the newly elected officials.	
I.2.a. Procedure	<ul style="list-style-type: none"> • Provincially, HUB Cycling local committees will write letters congratulating new MLAs on their election and provide a summary of HUB Cycling work within their constituency. HUB Cycling, via the Regional Advisory Committee or staff, will do the same for each newly appointed Transportation Minister, Minister of Health, Ministry of the Environment, and Minister of Education. • Municipally, HUB Cycling local committees shall write to the newly elected mayor and council members congratulating them and describing HUB Cycling efforts in that municipality. • The HUB Cycling Board will make a reasonable effort to contact newly elected mayors and council members in municipalities where no active local HUB Cycling committee exists. • The Board or appropriate local committee shall write a similar letter when a municipality establishes a Bicycle Advisory or Active Transportation Committee and/or a new BAC or ATC chair is selected. 	

I.3. Approvals for Written Correspondence

Rationale:

It is essential that HUB Cycling speak with a unified voice and present itself in a professional manner to be, and be seen to be, credible and knowledgeable on the issues we address.

Low Risk correspondence

I.3.a. Policy	<p>Press Releases or public bulletins that are "information only" or "low-risk":</p> <ul style="list-style-type: none"> • Share factual data with the public • Do not define nor describe HUB Cycling policies on issues or opinions on current events. • Examples: "HUB representatives will be available to speak at the following public open house"; or " HUB Cycling will be providing valet bike service and an information booth at the following event". • May include statements about HUB Cycling which have been previously approved by the Board (such as the organization's mission, purpose, or values, located on the HUB Cycling official website.) <p>These may be issued:</p> <ul style="list-style-type: none"> • Directly by the Executive Director • Directly by the Director of Communications in consultation with the Executive Director 	
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	<ul style="list-style-type: none"> • Directly by Staff after approval by the Executive Director; or by a Board member if the Executive Director is unavailable • Directly by a Regional Advisory Committee member after approval by their Committee Chair or a Board member. • Directly by a Board member after a review by a 2nd Board member. • Directly by a Local Committee chair in consultation with the Executive Director 	
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Higher Risk correspondence

<p><i>I.3.b. Policy</i></p>	<p>Written Statements, Letters to Government Officials, Public Correspondence that is "higher-risk":</p> <ul style="list-style-type: none"> • May define or describe HUB policies on issues or opinions on current events. • Could have a higher impact on the organization for legal, funding, or public relation reasons. • Examples: Letters to Mayor & City Council describing HUB's views on proposed infrastructure or municipal programs; Public statements or written articles regarding the organization's stand on legal issues (e.g. helmet laws, Motor Vehicle Act); etc. <p>Board Appointed Approvers:</p> <ul style="list-style-type: none"> • The Board shall maintain a list of appointed Approvers, including the ED, Board President, and additional Board members or staff as the Board decides. <p>Higher Risk correspondence may be issued:</p> <ul style="list-style-type: none"> • After approval by at least two of the Board-appointed Approvers, who will be set up to receive emails from the approval @ bikehub.ca email address. • If the letter was prepared and is being sent by a Local Committee, the Local Committee chair shall approve it in addition to the two Board-appointed Approvers. • If it was prepared by one of the above, at least two additional officers from the list will need to approve. Emails can be sent to approval @ bikehub.ca • If the above officers are unavailable, the statement should be held until approval if it is not "time-sensitive". • If the above officers are unavailable and the statement release is "time-sensitive", approval may be obtained by at least two Board Members who have been on the Board for a period of at least 8 months and who regularly attend board meetings. • If it is unclear whether a public statement is "low-risk" or "higher-risk", this can be confirmed by the Executive Director, Director of Communications or a Board member. 	
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	<ul style="list-style-type: none"> If a submission is being sent jointly by HUB Cycling and another organization, it shall follow policy I.5.e 	
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Qualification of Executive Director

I.3.c. Policy	<p>The Executive Director (ED) may assume the actions herein, after either:</p> <ul style="list-style-type: none"> a) the ED has held the position at least 3 months; or b) the President has agreed the ED is ready to issue/ approve communication on behalf of the HUB. 	
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Individual Statements

I.3.d. Policy	<p>HUB members are welcome - and encouraged - to write letters to newspapers, City Council, etc. regarding their <i>individual</i> views on current events. However, there must be no implication that these views are shared nor endorsed by HUB.</p>	
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Approvals

I.3.e. Policy	<p>Regular correspondence should be sent for approval at least two days prior to release.</p> <ul style="list-style-type: none"> Edits or Approval should be provided within 2 business days In the case of "time sensitive" correspondence, approvals should be provided as soon as possible: ideally within 3 hours. In "high risk" circumstances, if a statement reflects HUB policy that has not been previously approved and is not "time sensitive", a Board member may determine that the statement must be held until after HUB policy has been agreed upon by a quorum of Board members or the appropriate Board Committee. 	
I.3.e. Procedure	<p>Correspondence requiring approval shall be sent to the following (remove spaces):</p> <ul style="list-style-type: none"> President: president @ bikehub.ca ED: erin @ bikehub.ca Director of Communications: navdeep @ bikehub.ca Public Correspondence Approval: approval @ bikehub.ca 	

Time Sensitive Events

I.3.f. Policy	<p>Rapid Response team for very time sensitive high-risk events:</p> <ul style="list-style-type: none"> ED or Director of Communications is best positioned to be the point person in emergencies. Needs to have a consultation team to develop a confident emergency position. 	
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	<ul style="list-style-type: none"> • If ED or Director of Communications is not available, HUB Cycling president or vice president are to take the lead of Rapid response. • Rapid Response team should consist of three people and needs to include two of the following: ED, Director of Communications, Board President, Board Vice-President, RAC representative (nominated by committee). Rapid response team must always include at least one Board representative. Team is available at approval @ bikehub.ca • Online media fact checking backgrounder/press release to be published for reference. Must be published within 24 hours. • Review of emergency position to include appropriate committees and Board once time is available amendments/tweaking if necessary. Timeline: should be less than 2 days on review. • HUB Cycling officers may refuse to comment or respond to media requests. 	
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Tracking Media Mentions

I.3.g. Policy	<ul style="list-style-type: none"> • All media events should be tracked and reported to the Director of Communications for debrief and refinement of actions or position. 	
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I.4. Public events

I.4.a. Policy	All HUB Cycling-sponsored public events and activities shall be consistent with, and help to forward, the HUB Cycling mission and mandate.	
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Public display tables

Rationale:

It is essential that HUB Cycling speak with a unified voice and present itself to the public in a professional manner to be, and be seen to be, credible and knowledgeable on the issues we address.

I.4.b. Policy	HUB Cycling shall only send volunteers to represent the organization after they have been provided with adequate training unless they are accompanied by another HUB Cycling volunteer who is well-informed about the organization.	
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I.4.c. Policy	HUB Cycling shall make a reasonable effort to have representatives knowledgeable about cycling in the area	
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	local to the display representing the organization at public events.	
I.4.c. Procedure	<ul style="list-style-type: none"> • HUB Cycling representative(s) at public events shall be provided with: <ul style="list-style-type: none"> o HUB Cycling portable display (or a reasonable substitute) o Appropriate materials such as maps and brochures • Representatives shall be provided with relevant background information and training so as to be able to discuss: <ul style="list-style-type: none"> o cycling issues in the local municipality and/or throughout Metro Vancouver o cycling safety issues o cycling education o recent HUB Cycling accomplishments o the benefits of HUB Cycling membership 	

Public rides

Rationale:

HUB Cycling serves an area with already existing recreational bicycle clubs, such as the Vancouver Bicycle Club and the Cross Canada Cycle Tour Society.

I.4.d. Policy	HUB Cycling shall encourage local committees and members to collaborate and communicate with existing recreational organizations regarding public recreational rides; however, HUB Cycling shall concentrate its efforts on conducting rides with a focus on action, education, and the development of a cohesive bicycle network in Metro Vancouver.	
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I.5. Organizational image

Using the HUB Cycling name and logo

I.5.a. Policy	Any HUB Cycling member who wishes to use the HUB Cycling name and/or logo in material for public distribution or display must obtain prior written permission from the Board or Executive Director. The Board will not permit use for personal gain or to promote or endorse any political party.	
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Using HUB Cycling letterhead

I.5.b. Policy	All written communications from HUB Cycling shall be sent on HUB Cycling letterhead, including the HUB Cycling "about" statement in the footer. Any letters sent jointly by HUB Cycling and another organization shall be on a joint letterhead prepared by the Director of Communications.	
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I.5.c. Policy	HUB Cycling letterhead shall not be used for any purpose other than HUB Cycling-approved communication.	
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HUB Cycling contact information

I.5.d. Policy	All written correspondence from local committees (letters, e-mails, press releases, etc.) shall include <i>both</i> local contact details (either that of the committee chair or of an appointed contact person) <i>and</i> the overall HUB Cycling primary address and contact phone number.	
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HUB Cycling Joint Letters and Submissions

I.5.e. Policy	<p>All written correspondence sent jointly from HUB Cycling and another organization shall adhere to the following:</p> <ul style="list-style-type: none"> • The joint letter shall be signed by both a representative of HUB Cycling, and a representative of the other organization, whether by signature or typed name. • The joint letter shall be on a HUB letterhead form that maintains the standard HUB Cycling address and contact information, and which may include the logo of the other organization. This letterhead shall be issued as required by the HUB Cycling Director of Communications • The joint letter shall be sent out by a HUB Cycling representative, to ensure that it follows HUB Cycling approval and document archiving procedures. All submissions should cc the joint organization involved. • When the letter has been drafted, and endorsed by the other organization, it shall be submitted to approval @ bikehub.ca for HUB approval prior to being sent. • The submission to approval @ bikehub.ca shall include a note to the effect that the letter has been approved by an official representative of the other organization. 	
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I.6. Promotional materials and brochures

Rationale:

HUB Cycling produces a range of promotional materials, including its newsletter, brochures, leaflets, banners, the portable display, and distributes them by various means to municipalities throughout Metro Vancouver. In order to develop wider recognition of HUB Cycling as an advocacy organization, it is vital that the image presented be positive and consistent.

I.6.a. Policy	The HUB Cycling Board and all local committees shall make a reasonable effort to maintain a consistent corporate image	
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	for HUB Cycling through all the promotional materials it produces.	
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I.6.b. Policy	HUB Cycling shall make every effort to always maintain a supply of up-to-date brochures for distribution at events, meetings, and information displays.	
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I.6.c. Policy	All local committees shall make a reasonable effort to maintain an up-to-date brochure for the purposes of raising awareness of the committee and HUB Cycling as a whole.	
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I.6.d. Policy	The HUB Cycling Board shall budget appropriate funds to support local committees in developing and printing municipality-specific HUB Cycling brochures.	
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I.6.d. Procedure	<ul style="list-style-type: none"> • To receive Board funding for the development of a brochure, each municipality-specific brochure shall contain: <ul style="list-style-type: none"> o HUB Cycling logo o Mission statement o HUB Cycling values o HUB Cycling membership information o HUB Cycling contact information • The content of all promotional information shall conform to the HUB Cycling mission and values. • A draft of any proposed promotional materials shall be approved by the Executive Director or their designee before funding will be granted. 	
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I.7. Newsletter

Content

Rationale:

The HUB Cycling electronic newsletter is one of the organization’s means of speaking to the general public in the Lower Mainland. It is important that it be a true representation of the ideas, mission, and work of HUB Cycling as an organization.

I.7.a. Policy	HUB Cycling shall make a reasonable effort to ensure that newsletter content is truthful, positive, proactive, action-oriented, credible, and representative of as broad an area of Metro Vancouver as possible.	
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I.7.b. Policy	HUB Cycling shall make a reasonable effort to present information that is consistent within each issue of the newsletter, across issues, with other HUB Cycling	
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	publications and statements, and with the mission and values of HUB Cycling.	
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Advertising and advertisers

Rationale:

One of HUB Cycling’s values is to avoid funding or support that could compromise the integrity of our mission, purpose or values.

I.7.c. Policy	Government ads shall require approval from the Board of Directors	
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I.8. Electronic communications

Rationale:

HUB Cycling hosts several email and group communication applications (such as Google Groups) for the purposes of convenient communication among its members and others interested in transportation cycling in various municipalities of the Lower Mainland. Most of these are open to the public while some are “by-invitation” groups used for communication and decision-making by HUB Cycling Board members, committees, or working groups. None of the HUB Cycling groups are moderated.

Public (open) lists and groups

Rationale:

HUB Cycling public lists act as a venue for sharing information and discussing issues of transportation cycling in the Lower Mainland. HUB Cycling members and non-members alike are free to join the conversation.

I.8.a. Policy	All postings on HUB Cycling public discussion boards shall be limited to items, issues, and information relevant to the municipality which is the focus of the particular board, and the content of all messages shall be positive and respectful to all who may be receiving them.	
I.8.a. Procedure	<ul style="list-style-type: none"> • All those who join any public HUB Cycling list or discussion group shall receive a welcome message. • If necessary, the chair of the relevant local committee (or the Board President) shall occasionally post the HUB Cycling group policy as a reminder to group members of the purpose of the discussion board. • If messages posted on any public (open) HUB Cycling discussion group are personally insulting, defamatory, disrespectful, or display intolerance for those with differing opinions or beliefs, or if they are not relevant to a given discussion group, the chair of the committee responsible for the group (or the Board President if there is no chair) shall ask the person (by phone, personal conversation, or private e-mail message) to stop such posts. 	

	<ul style="list-style-type: none"> • If such posts continue, the committee chair or Board President shall have the offending person removed from the list. • If the person is a HUB Cycling member, the chair or Board President will refer the issue to the Board of Directors for a decision on whether to revoke the person's HUB Cycling membership. 	
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Limited (by-invitation) discussion groups

Rationale:

The Board and Committee groups are used for internal communications among HUB Cycling Board members and other committee members between regular meetings.

I.8.b. Policy	All postings on HUB Cycling by-invitation groups shall be limited to items, issues, and information relevant to the entire group, shall contain an appropriate subject line, and shall be positive and respectful to all who may be receiving the message.	
I.8b. Procedure	<ul style="list-style-type: none"> • All those who join a by-invitation HUB Cycling group shall receive a welcome message. • If necessary, the Board President shall occasionally post the HUB Cycling group policy as a reminder to group members of the purpose of the group. • If messages sent on any by-invitation HUB Cycling group are personally insulting, defamatory, disrespectful, or display intolerance for those with differing opinions or beliefs, or if they are not relevant to the given group, the Board President shall ask the person (by phone, personal conversation, or private e-mail message) to stop such posts. • If such posts continue, the Board President shall have the offending person removed from the group and refer the issue to the Board of Directors for a decision on whether to remove the person from his/her position within HUB Cycling. The President will document all discussions. 	

J. Meetings

J.1. Board meetings

Scheduling meetings

J.1.a. Policy	Board meeting policies are addressed in Policy A.13	
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J.1.b. Policy	Board Committee meeting policies are addressed in Policy A.11	
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J.2. Local committee meetings

Scheduled meetings

J.2.a. Policy	Local Committee meeting policies are addressed in Policy B.2	
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J.3. Annual general meeting

J.3.a. Policy	The HUB Cycling Annual General Meeting will be held in September of each year.	
J.3.a. Procedure	<ul style="list-style-type: none">• On 1 March of each year, the HUB Cycling Board Development Committee will begin to coordinate the Annual General Meeting.• In order to publicise the event to HUB Cycling members via the HUB Cycling newsletter, a meeting location, date, and time will be resolved by 1 June; the location shall be public and accessible by transit.• In the event that the AGM is held online, a web meeting application shall be selected and tested prior to the meeting. Efforts will be made to ensure that all HUB members are able to attend the web meeting. Attendees will register, and attendance will be tracked.• In July, the Board Development Committee will survey current Board members on their plans for next year, determine the skills and aptitudes needed for the new Board and begin recruiting Board nominees.	

Minutes – Annual General Meeting

J.3.b. Policy	The Board President shall cause minutes to be taken of the names of all HUB Cycling members present and of all proceedings at each Annual General Meeting.	
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J.3.b. Procedure	<ul style="list-style-type: none"> • The Board Secretary shall take minutes at the Annual General Meeting. If the Secretary is absent, before any other business is carried out, someone else will be assigned to record minutes. • Electronic or written copies of reports presented at the AGM are to be provided to the Secretary within 48 hours of the AGM. 	
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J.4.c. Policy	Minutes for the Annual General Meeting shall be published electronically within a reasonable period of time after the meeting and a final version, approved by the outgoing Board President, kept by the Board Secretary for records purposes.	
J.4.c. Procedure	<ul style="list-style-type: none"> • The Board Secretary (or acting secretary) will post the minutes of the AGM electronically as soon after the meeting as is feasible - ideally within 5 business days. • The recording secretary shall send the draft minutes to the Board President, who shall publish them electronically, and to the HUB Cycling Board Secretary for the organization's official records. • If the Secretary was not present at a meeting and someone else took minutes, that person is responsible for making sure the final minutes are received by the Secretary. 	

K. Correspondence - Deleted

L. Partnerships, affiliations, and coalitions

L.1. Joining coalitions and forming advocacy partnerships

Rationale:

Forming ad hoc coalitions or advocacy partnerships may be a good way for two or more organizations with common interests to further those interests by joining forces on a specific issue or campaign.

<i>L.1.a. Policy</i>	HUB Cycling may consider entering a coalition if: <ul style="list-style-type: none">• The issue directly forwards the mission of HUB Cycling• Most of the members of the Board of Directors agree to the coalition	
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L.2. Relationship with the BC Cycling Coalition

Rationale:

HUB Cycling has a close working relationship with the BC Cycling Coalition, which acts as an umbrella organization and information-sharing body for cycling advocacy groups throughout the province. It is generally beneficial to both organizations if each keeps the other informed on issues that will likely affect it. BCCC policy states that, "The BCCC encourages all member organizations to involve the BCCC in any discussions, correspondence, contacts on or with provincial or federal issues/governments."

<i>L.2.a. Policy</i>	HUB Cycling shall make a reasonable effort to involve the BCCC in any discussions, correspondence, or contacts about or with the provincial or federal government on issues at a provincial or federal level.	
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L.3. Fiscal agency

Rationale:

A fiscal agent is generally a registered charitable organization that agrees to receive and disburse the funds for a given project on behalf of a third organization. The risks of HUB Cycling acting as a Fiscal Agent are the inability to ensure delivery, and the distraction from ongoing HUB Cycling activities.

<i>L.3.a. Policy</i>	HUB Cycling shall not pursue Fiscal Agency requests from other organizations. If asked, the Executive Director will advise the other organization of the HUB Cycling policy. In special cases where the Board of Directors elect to consider a specific Fiscal Agency agreement, this shall be only in cases where it furthers the mission and goals of both organizations and where both organizations benefit from the proposed project or from association with the project.	
<i>L.3.a. Procedure</i>	<ul style="list-style-type: none">• The Board of Directors must approve the idea before a relationship of fiscal agency is undertaken.	

	<ul style="list-style-type: none"> • If such an agreement is made between HUB Cycling and a charitable organization, a written agreement between HUB Cycling and the proposed fiscal agent must be signed before the relationship may be undertaken. 	
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L.4. Local committees signing contracts with outside organizations

Rationale:

In the interest of raising awareness of cycling issues and of HUB Cycling in individual communities, local committees may find it beneficial to develop projects or programs in partnership with other like-minded organizations. During such projects, local committees may wish to enter into binding contracts with outside organizations.

<i>L.4.a. Policy</i>	Local committees shall be empowered to begin discussions with outside groups or agencies to determine if there are grounds for collaboration; however, no final agreement shall be made between any HUB Cycling local committee and any other organization without the express support of a majority of the HUB Cycling Board of Directors. The Board may withhold support if the agreement is not in the best interests of HUB Cycling as a whole or if it conflicts with the HUB Cycling mission or values.	
<i>L.4.a. Procedure</i>	<ul style="list-style-type: none"> • Should a contract need to be signed between HUB Cycling and an outside body, the approval of both the HUB Cycling Board (or an approved representative of the Board) and the local committee is required. • If a contract contains conditions outside of any previously agreed upon guidelines of the HUB Cycling Board and/or local committee, its contents shall be forwarded to all the HUB Cycling Board members and the relevant committee chair at least two business days before the intended signing. • Both the Board and the relevant local committee shall maintain the right to cancel the contract prior to signing if it is felt that it is not in the best interests of HUB Cycling as a whole. 	

M. Gifts, donations, and fundraising

M.1. Fundraising

Rationale:

Fundraising efforts will be led by the assigned staff person designated by the ED. Fundraising staff and volunteers are not merely soliciting funds for HUB Cycling; they are ambassadors for the organization and, as such, represent HUB Cycling to the general public. The staff representative will ensure that all volunteer fundraisers, including Board members, carry out their responsibilities in a professional manner and in strict accordance with these policies and procedures.

<i>M.1.a. Policy</i>	All volunteer fundraisers will be provided with a job description which clearly defines the duties and responsibilities of the position they are undertaking.	
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<i>M.1.b. Policy</i>	The volunteer's role is limited to their work as a fundraiser. They must not speak on behalf of the organization on policy matters. Any concerns or issues that come to the fundraiser's attention must be referred to assigned staff person.	
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Contact with potential donors

<i>M.1.c. Policy</i>	Volunteer fundraisers will inform the assigned staff person of all contacts with potential donors in order to ensure that no donor is contacted by more than one volunteer.	
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Potential conflict of interest

<i>M.1 d. Policy</i>	Volunteers will not abuse contacts made during their volunteer work for their own personal interest, gain, or profit.	
<i>M.1.d. Procedure</i>	Any volunteer who is deemed to have a conflict of interest will be asked to cease the activity.	

Reimbursement of expenses

<i>M.1.e. Policy</i>	Volunteer fundraisers must have pre-approval from the assigned staff person or the Board President to receive reimbursement for any expenses incurred.	
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M.2. Funding proposals

Rationale:

HUB Cycling will find it necessary to apply for funds to carry out projects intended to forward the mission of HUB Cycling. At the same time, the HUB Cycling values state that

“We avoid funding or support that could compromise the integrity of our mission, purpose, or values.”

M.2.a. Policy	The HUB Cycling Board shall have the final decision on whether to approve approaching any potential funding source.	
M.2.a. Procedure	<ul style="list-style-type: none"> • HUB Cycling members, volunteers, staff, or paid contractors may research potential funding sources for HUB Cycling that are consistent with HUB Cycling values, the direction and goals set by the Board of Directors, and the projects and programs HUB Cycling is planning to undertake. • The Board or Executive Director shall decide whether it is appropriate for HUB Cycling to approach a potential funding source. • Funding applications may be written by HUB Cycling members, volunteers, staff, or paid contractors, but all completed applications must be approved by the Board or Executive Director. 	

M.3. Acceptance of unsolicited gifts and donations

M.3.a. Policy	HUB Cycling shall not accept any unsolicited or anonymous gift or donation without first considering whether accepting it may compromise, or appear to compromise, the integrity of our mission, purpose or values.	
M.3.a. Procedure	<ul style="list-style-type: none"> • The Executive Director or assigned staff person shall look at the source of the gift or donation to determine whether accepting a donation from them would compromise HUB Cycling and make a recommendation to the Board. • If the gift is from a source unacceptable to most of the members of the Board, the ED, the assigned staff person, or the Board President shall personally contact the donor to express thanks, to explain the potential conflict, and to respectfully decline the offer. 	

M.4. Recognition of support

Rationale:

To express our appreciation for support of the work of HUB Cycling and to maintain good relations with those individuals and organizations who have helped HUB Cycling (and who have not expressed a desire to be anonymous), HUB Cycling shall show its appreciation of all support offered, whatever form it may take.

M.4.a. Policy	HUB Cycling shall do its best to recognise HUB Cycling supporters in ways that will likely be most appreciated by the donor or supporter.	
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M.4.a. Procedure	<ul style="list-style-type: none"> The ED or assigned staff person shall thank the donor/supporter 	
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N. Privacy protection

Rationale:

Following are the principles which will be observed by HUB Cycling with respect to the collection, use, disclosure, and disposal of personal information about any individual who is a Board member, employee, independent contractor, members, or volunteer of HUB Cycling. HUB Cycling will adhere to the applicable privacy legislation in administering these policies.

If personal information is made anonymous by removing details so that an individual is not identifiable, it is not governed by these policies but will still be treated with appropriate safeguards.

N.1. Accountability

N.1.a. Policy	HUB Cycling will be responsible for all personal information collected about Board members, staff, independent contractors, members, and volunteers. If HUB Cycling is required to transfer personal information to a third party, HUB Cycling will ensure that contracts with those third parties provide for the required level of protection of the personal information being transferred.	
N.1.a. Procedure	<ul style="list-style-type: none"> The HUB Cycling Board will appoint a Privacy Officer who is responsible for ensuring compliance with the principles stated in these policies. Individuals who have concerns regarding privacy issues can contact HUB Cycling at admin@bikehub.ca HUB Cycling will provide the name of the current Privacy Officer to independent contractors, members, and/or volunteers upon request. 	

N.2. Purpose for collection, use, and disclosure

N.2.a. Policy	When an individual applies for employment, a Board or volunteer position, or to be considered as an independent contractor, HUB Cycling will collect personal information for the purpose of evaluating the applicant's suitability.	
N.2.a. Procedure	<ul style="list-style-type: none"> HUB Cycling will collect personal information from Board members, employees, independent contractors, and volunteers for the following personnel/volunteer management and record keeping/reporting purposes: <ul style="list-style-type: none"> o recruitment and selection o performance appraisal o training and professional development o salary and benefits administration 	

	<ul style="list-style-type: none"> o health and safety administration o leave of absence requests o data and statistics capture o to meet funder requirements o to communicate about HUB Cycling events and activities <ul style="list-style-type: none"> • HUB Cycling may undertake a thorough background check of an applicant in order to verify the accuracy of information provided by the applicant and to obtain any relevant information not provided by the applicant. The information obtained will be held in strict confidence by the interview panel but may be made available to the relevant Committee on a need-to-know basis. • HUB Cycling may also require an applicant to undertake aptitude, technical, vocational, or other screening tests. The results of such tests will be held in confidence by HUB Cycling. 	
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N.3. E-mail, internet activity, voice mail

<i>N.3.a. Policy</i>	When HUB Cycling provides the equipment and mechanisms, including computer hard drive, memory sticks, e-mail system, voice messaging system, internet access, and other electronic recording and storage media for business purposes, Board members, employees, volunteers, and independent contractors should have no expectations of personal privacy in their use of and activities conducted on such equipment and systems.	
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N.4. Consent

<i>N.4.a. Policy</i>	Consent for the collection, use, and disclosure of personal information about Board members, staff, independent contractors, and volunteers as outlined above will be obtained when the information is collected.	
<i>N.4.a. Procedure</i>	<ul style="list-style-type: none"> • HUB Cycling will obtain consent for any collection, use, or disclosure of personal information about Board members, staff, independent contractors, or volunteers not outlined above, except where inappropriate by law or by circumstance. • If HUB Cycling receives a warrant or court order for the production of personal information about any staff, independent contractor, or volunteer, HUB Cycling will notify the individual if the law allows it. Notification may be by telephone or by letter to the individual's last known address. 	

N.5. Limiting collection

<i>N.5.a. Policy</i>	HUB Cycling will only collect personal information about Board members, staff, independent contractors, volunteers, and members that is necessary for the purposes as outlined in this policy.	
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N.6. Limiting use, disclosure, and retention

<i>N.6.a. Policy</i>	HUB Cycling will not use or disclose personal information about Board members, staff, independent contractors, volunteers, or members for purposes other than those for which it was collected, except with consent of the individual or as required or permitted by law. Personal information will be retained only as long as necessary for the fulfilment of those purposes and/or any legal requirements.	
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N.7. Accuracy

<i>N.7.a. Policy</i>	HUB Cycling will make a reasonable effort to ensure that personal information collected by HUB Cycling or on its behalf is as accurate and complete as is necessary for the purposes for which it is to be used.	
<i>N.7.a. Procedure</i>	HUB Cycling will generally rely on individuals to provide updated information, such as changes to addresses and other contact information.	

N.8. Safeguards

<i>N.8.a. Policy</i>	HUB Cycling will make reasonable security arrangements to protect personal information.	
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<i>N.8.b. Policy</i>	Safeguard arrangements will be employed to protect personal information against loss or theft, as well as unauthorised access, disclosure, copying, use, modification, or disposal. HUB Cycling will protect personal information regardless of the format in which it is held.	
<i>N.8.b. Procedure</i>	The methods of protection employed by HUB Cycling will include: <ul style="list-style-type: none">• physical measures, including locked filing cabinets and restricted access to offices;• organizational measures, such as a "clean desk" policy and limiting access on a "need-to-know" basis;• technological measures, such as use of passwords, to restrict access to electronic files.	

	<ul style="list-style-type: none"> Any personal information provided to HUB Cycling in paper form shall be destroyed (not just thrown out). Electronic versions shall be deleted. 	
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N.9. Openness

<i>N.9.a. Policy</i>	HUB Cycling will ensure that individuals know about, and have easy access to, the privacy policy. Upon appointment, Board members, staff, volunteers, and independent contractors will be provided with a copy of the policy. General information about the privacy policy will be posted on the HUB Cycling website.	
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N.10. Individual access

<i>N.10.a. Policy</i>	When requested in writing, HUB Cycling will inform an individual of the existence, use, and disclosure of his or her personal information and the individual will be given access to that information, except where the law requires or permits HUB Cycling to deny access.	
<i>N.10.a. Procedure</i>	HUB Cycling will respond to a request in writing as accurately and completely as reasonably possible and within 30 days of receipt of the request.	

N.11. Members

<i>N.11.a. Policy</i>	The names and addresses of HUB Cycling members are only available to the HUB Cycling Board, to the relevant committee chair, to the Volunteer Co-ordinator, as well as to staff and volunteers on a need-to-know basis. This information will not be shared with others without authorisation or used for any purpose other than HUB Cycling operations.	
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N.12. Volunteers

<i>N.12.a Policy</i>	Volunteers shall be held responsible for maintaining the confidentiality of all proprietary or privileged information to which they are exposed while serving as a volunteer, whether this information involves an individual or overall agency business.	
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N.13. Website

N.13.a. Policy	HUB Cycling shall not gather any personal information (e.g. name, phone number, e-mail or street address) during website visits unless it is supplied voluntarily (e.g. through e-mail contact).	
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N.14. Challenging compliance

N.14.a. Policy	An individual will be able to direct complaints concerning HUB Cycling's compliance with privacy protection to the Privacy Officer.	
N.14.a. Procedure	<ul style="list-style-type: none">• A complaint must be in writing attention to the Privacy Officer.• HUB Cycling will acknowledge receipt of the complaint promptly and in writing.• If necessary, HUB Cycling will contact the individual to clarify the complaint.• HUB Cycling will investigate all complaints received.• HUB Cycling will notify the individual of the outcome of investigations clearly and promptly, informing them of any relevant steps taken.• HUB Cycling will correct any inaccurate personal information or modify policies and procedures as appropriate based on the outcome of a complaint and investigation.	

0. Financial management

0.1. Budgets and financial statements

<i>0.1.a Policy</i>	HUB Cycling's fiscal year will be 1 April to 31 March. The operating budget for the year will be approved by the Board at the March meeting. Any adjustments or changes must be approved by the Board.	
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<i>0.1.b Policy</i>	Year to date financial statements for the periods ending 30 June, 30 September, 31 December, and 31 March will be reviewed by the Treasurer and presented to the Board for review and approval within 6 weeks of the period end date.	
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0.2. Bank and Credit Card accounts

<i>0.2.a. Policy</i>	HUB Cycling will maintain at least one chequing account and may establish other accounts as deemed appropriate and as approved by the Board.	
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<i>0.2.a. Procedure</i>	<ul style="list-style-type: none">• Bank accounts will only be opened and closed with the approval of the Board.• Online access to accounts will only be established or changed with the approval of the Board• Authorised signing authorities will be the Executive Director, Operations Director, and up to four Board members as approved by the Board.• Two signatures or approvals are needed for any withdrawal of funds or payment of expenditures with at least one being an authorized board member.	
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<i>0.2.b. Policy</i>	<p>HUB Cycling will maintain at least one credit card account and may establish other credit card accounts as deemed appropriate and as approved by the Board.</p> <ul style="list-style-type: none">• Every use of the credit card will be by the Executive Director or with express permission of the ED for the specific use.• The credit card is only to be used for items directly related to HUB's operations; the card is not to be used for personal items, even if re-payment is expected immediately from an individual• The credit card is expected to be paid off in full every month; exceptions to this must be discussed with the Treasurer prior to being late on a payment• The credit card will have a limit of \$10,000 per month• A record of all credit card purchases is to be kept by filing all receipts with the bookkeeper	
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	<ul style="list-style-type: none"> • When using the credit card online, caution will be taken to guard against payment details being provided on unsecure channels • If any interest is paid on amounts due to the credit card, this will be highlighted in the financial reporting. 	
<i>O.2.b. Procedure</i>	<ul style="list-style-type: none"> • Credit Card accounts and online access to them will only be established or changed with the approval of the Board. 	

O.3. Maintaining accounts

<i>O.3.a. Policy</i>	<p>The Board is responsible for:</p> <ul style="list-style-type: none"> • the coordination of, and proper recording and reporting procedures for all bank and similar accounts. • the receipt of all money paid or donated to the organization and the issuing of receipts as appropriate • the preparation and presentation of a financial report for adoption quarterly at the June, September, December, and March Board meetings. 	
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<i>O.3.b. Policy</i>	<p>The Board is responsible for:</p> <ul style="list-style-type: none"> • The establishment and maintenance of online access to Canada Revenue Services (CRA) accounts. • The Board shall establish that two directors each have access to HUB Cycling CRA accounts, including the ability to assign delegates for further account access • The Board shall approve access to additional delegates, who shall have the ability to manage the CRA accounts, but not have the authority to approve any additional delegates themselves. 	
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O.4. Deposits

<i>O.4.a. Policy</i>	All funds received will be deposited within 2 business days of receipt by HUB Cycling.	
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O.5. Payables

<i>O.5.a. Policy</i>	Invoices will be paid by cheque or credit card by the due date.	
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O.6. Petty cash funds

<i>O.6.a. Policy</i>	The Executive Director will have a petty cash fund for miscellaneous expenses. Others may also be granted petty	
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	cash funds, as approved by the Board. All expenditures from petty cash funds must be documented with original receipts attached.	
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O.7. Reserve funds

<i>O.7.a. Policy</i>	HUB Cycling will endeavour to maintain sufficient reserve funds to cover operating expenses for three (3) months.	
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O.8. Term deposits/investments

<i>O.8.a. Policy</i>	Funds in excess of what is needed in the short term (30-60 days) will be invested in term deposits on the approval of the Board President. Other investments must be approved by the Board.	
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O.9. Borrowing

<i>O.9.a. Policy</i>	The Board may exercise all the powers of the organization to borrow money and to mortgage or charge its property, or any part thereof, and to issue debentures and other securities whether outright or as security for any debt, liability, or obligation of the organization.	
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<i>O.9.b. Policy</i>	Any bank loans for capital or operating expenses will be approved by the Board.	
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O.10. Custody of financial records

<i>O.10.a. Policy</i>	The Executive Director shall be responsible for the update and safekeeping of the organization's financial records.	
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O.11. Audit

Rationale:

HUB Cycling is a large organization with a budget which exceeds the CRA recommended level for which an audit should occur.

<i>O.11.a. Policy</i>	The books and records of the Society will be reviewed or audited at the fiscal year-end by an independent accountant and presented at each Annual General Meeting.	
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O.12. Reports to funders

<i>O.12.a. Policy</i>	Financial reports to funders will be provided as required.	
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O.13. Membership fees

<i>O.13.a. Policy</i>	Membership fees will be approved annually by the Board. Any changes in fees will be presented to the general membership for a vote at the Annual General Meeting.	
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P. Risk management

Rationale:

Risk management generally involves reviewing operations of the organization, identifying potential threats to the organization and the likelihood of their occurrence, and then taking appropriate actions to address the most likely threats. If problems or harm do occur, risk management should also identify steps to deal with the consequences. Risk management also involves examining various forms of risk (e.g. financial) and determining what level of risk is acceptable to the organization.

Risk management procedures and policies are adopted to develop a method of identifying areas of potential risk; to analyse the potential severity and frequency of risk events in an attempt to prevent accidents from occurring; to reduce or eliminate risks by developing education/training programs and risk reduction policies for employees, contractors, members, and volunteers; to perform regular reviews of specific control initiatives; and modify, if necessary, to reflect weaknesses or new risks resulting from program activity changes.

P.1. Risk assessment and avoidance

Rationale:

Organizations should regularly undertake comprehensive, focused assessment of potential risks to the organization looking at the areas of good management, records, computers, and activities.

Good management

Rationale:

Efforts undertaken to manage an organization well contribute to sound risk management. For example, a fully attentive Board with a wide range of skills may be the most important guard against major threats to an organization.

<i>P.1.a. Policy</i>	In order to help ensure that resources are closely aligned to accomplishing HUB Cycling's mission, and that Board members, Coordinators, staff, and volunteers are treated fairly and comply with rules and regulations, the Board shall	
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	at all times maintain sound management and effective supervision of the organization and its activities.	
P.1.a. Procedure	<ul style="list-style-type: none"> • All key roles in an organization shall have up-to-date job descriptions and regular status reports to help ensure understanding of how others carry out their roles. • The Operations Committee and Executive Director shall together review and update personnel policies annually. Board members shall be well versed in these policies. • The Board Treasurer and Executive Director shall ensure sound financial and asset controls to help minimise theft, fraud and waste. • The Board and Executive Director shall ensure that HUB Cycling has appropriate insurance coverage for all programs and activities undertaken by the organization. 	

P.1.b. Policy	In order to help ensure that HUB Cycling policies and procedures are kept current, the Board shall review policies and procedures annually and update the policy manual as appropriate. Responsibility for these policies, and ownership of them, rests with the Board.	
P.1.b. Procedure	<ul style="list-style-type: none"> • Responsibility for overseeing the development of Policies and Procedures for review by the Board rests with the Operations Committee 	

Records

Rationale:

While it is impossible for HUB Cycling to maintain all its key records in one place, it is important that all be accounted for and be kept as safe as possible at all times.

P.1.c. Policy	HUB Cycling shall always, as far as possible, maintain the integrity, completeness, and security of all HUB Cycling files containing sensitive information.	
P.1.c. Procedure	<ul style="list-style-type: none"> • All Board correspondence and minutes shall be sent to the HUB Cycling Board Secretary within a reasonable time period. • The Board Secretary shall keep critical documents (e.g. Board minutes, contracts, Articles of Incorporation, by-laws, etc.) in a secured location. • Under the supervision of the Board Secretary, the Board and Executive Director, shall allocate two hours each year to audit documentation for relevance, adequate labelling and reasonable organization. • All staff records shall be kept under the supervision of the Executive Director • All Local Committee correspondence shall be archived electronically. • The Staff Local Committee Liaison shall annually audit local committee documentation for reasonable organization and completeness. 	

Computers

P.1.d. Policy	All those in possession of master HUB Cycling records shall perform a regular backup of systems and data.	
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P.1.e. Policy	All those in possession of HUB Cycling electronic records shall ensure that their passwords are kept secure.	
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Physical Security

P.1.f. Policy	Office doors will be kept locked when the office is unattended	
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P.1.g. Policy	Peripheral doors should be locked to entry at event venues when not in use and all doors should be locked when fewer than three people are present. Greeters should remain at the main entry/exit to check in participants and to say goodbye for the duration of the event.	
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Incident reports

Rationale:

While HUB Cycling’s priority is always to avoid accidents and incidents, it is nonetheless important to document any incidents that do occur during HUB Cycling rides, events, or activities to ensure that no systematic flaws exist or repeated problems occur, and to take all possible steps to avoid repetitions of such mishaps in the future.

P.1.h. Policy	HUB Cycling shall maintain records of any dangerous or potentially dangerous occurrences during HUB Cycling events, rides, and activities in order to ensure that such occurrences are not repeated at future events, rides, and activities.	
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P.1.h. Procedure	<ul style="list-style-type: none"> • The HUB Cycling Board of Directors and Executive Director shall inform potential leaders of HUB Cycling activities of the existence of the incident report form and shall supply them with a web link for the form for each event. • The person in charge of any HUB Cycling special event shall have copies of the HUB Cycling incident report form with him/her during the event and shall, if possible, with the assistance of those involved in the incident, fill out an incident report form if any dangerous or potentially dangerous incident takes place during the event. • If a leader is unsure whether a report is needed, s/he shall consult his/her supervisor after the event and fill out a report if they decide together that it is necessary. • After filling out a report, the leader shall inform his/her supervisor and send the completed form to the Board Secretary within a week of the reported incident. 	
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	<ul style="list-style-type: none"> The Board Secretary shall ensure that the Executive Director and Board are made aware of the report. If dangerous patterns appear, the Board will take steps to ensure that such circumstances are corrected for future events or that such events are discontinued if deemed too dangerous to HUB Cycling members and volunteers. 	
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Ongoing Risk Management

Rationale:

Managing risk begins with understanding both the likelihood and consequences of each risk. Risks need to be identified, rated, and periodically reviewed. Attention should be paid to risks that are changing (becoming more severe) or that have increasing consequences.

P.1.i. Policy	HUB Cycling shall maintain a Risk Log, with various categories of risks rated as to likelihood of occurrence, and consequences. The Risk Log will be maintained by the Executive Director and will be reviewed and then presented to the Board of Directors quarterly.	
P.1.i. Procedure	<ul style="list-style-type: none"> The Risk Log will be kept in a spreadsheet, with itemized risks, categorizations, and notes such as the last update. Risks will be marked as to whether they are increasing, static, or decreasing in both likelihood of occurrence, and potential consequences. Mitigation plans will be kept for significant risks at the discretion of the Board of Directors. 	

P.2. Insurance

P.2.a. Policy	HUB Cycling shall, always, maintain valid insurance to cover all ongoing programs and activities as well as special events related to the fulfilment of the HUB Cycling mandate to a level deemed appropriate by the Board of Directors.	
P.2.a. Procedure	<ul style="list-style-type: none"> No HUB Cycling-sponsored program, event, or activity will be undertaken without appropriate insurance coverage. For any proposed HUB Cycling-sponsored programs, activities or events, the organizer or coordinator of the program, activity, or event will consult with the Board to ensure that all participants and planned activities will be sufficiently covered. 	
P.2.b. Policy	Participants in events such as rides that are associated with HUB Cycling shall sign Liability Waivers prior to commencement of the event. Event Organizers are responsible for supplying blank Waiver forms and ensuring that all participants have completed the form.	
P.2.b. Procedure	<ul style="list-style-type: none"> No HUB Cycling-sponsored ride or similar event will be undertaken without appropriate liability waivers. 	

	<ul style="list-style-type: none"> Event organizers are responsible for distributing waiver forms, ensuring that all participants sign, and retaining the signed waivers after the event. 	
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P.3. Strategic risk

Rationale:

Risk is not only about threats to business that must be managed; it is equally about the failure to seize opportunities. The Board of Directors is directly liable for the financial well-being of HUB Cycling as an organization. With this responsibility in mind, the Board may choose to take informed strategic risks (financial or other) so long as Board members are aware of, and comfortable with, the potential consequences of their decisions.

<i>P.3.a. Policy</i>	HUB Cycling shall take strategic risks, financial or other, only after the Board has assessed the level of risk, informed itself about the possible consequences to the organization and to themselves personally, and determined that it is acceptable to the majority of the Board.	
<i>P.3.a. Procedure</i>	<ul style="list-style-type: none"> The Board Development Committee shall inform all new Board members of their responsibilities and obligations (financial and other) as Board members. Board members shall discuss annually, in the month of September, their personal level of comfort with risk for the organization. If any Board member becomes aware of an opportunity for the organization which entails a degree of risk, that member shall do his/her utmost to provide all the background and supporting data (including potential positive and negative consequences) that the Board needs to make an informed decision. A majority of the Board must agree before any risk can be taken on behalf of the organization. 	

Borrowing

<i>P.3.b. Policy</i>	The Board may exercise all the powers of the Organization to borrow money and to mortgage or charge its property, or any part thereof, and to issue debentures and other securities whether outright or as security for any debt, liability, or obligation of the Organization.	
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<i>P.3.c. Policy</i>	Any bank loans for capital or operating expenses will be approved by the Board.	
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Q. Administration

Q.1. Mail

Rationale:

In order to maintain a high level of professionalism, it is important for HUB Cycling to respond to all correspondence in a timely manner and for a procedure to be in place to ensure that appropriate members of HUB Cycling receive correspondence.

Q.1.a. Policy	All paper mail will be directed to the Vancouver office address. This address will be used on all HUB Cycling correspondence.	
Q.1.a. Procedure	<ul style="list-style-type: none">• The Executive Director their designees will manage all paper mail. Mail intended for the Board shall be forwarded to the Board Secretary.• Mail responses shall be sent in a timely manner.	

Q.2. E-mail

Q.2.a. Policy	All external e-mail inquiries shall be dealt with in a timely and professional manner.	
Q.2.a. Procedure	<ul style="list-style-type: none">• E-mail inquiries received through the various HUB Cycling accounts (president@, volunteer@, info@, etc.) shall be the responsibility of the recipient. If appropriate, s/he may answer them him/herself or pass them on to whoever is best able to answer the question, assuring that the query is dealt with.• All external inquiries shall be acknowledged within 48 hours of receipt and answered within a reasonable time.	

Q.3. Records management

Q.3.a. Policy	When a HUB Cycling member leaves his/her chair or elected appointment, all HUB Cycling documentation and all related records must be handed over to the appropriate chair. The material will be re-distributed when a replacement is appointed.	
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Custody of minutes

Q.3.b. Policy	Minutes for each Board and Board Committee meeting shall be published electronically within a reasonable period after the meeting and a final version made available to the Board Secretary for records purposes.	
Q.3.b. Procedure	<ul style="list-style-type: none">• The Board Secretary (or acting Secretary) will publish the minutes of the Board meeting as soon after the meeting as is feasible - ideally within 5 business days.	

	<ul style="list-style-type: none"> • Any changes or corrections shall be forwarded to the Secretary within 48 hours. • The Board Secretary shall also keep a copy of the minutes of each meeting for the organization's official records. • If the Board Secretary was not present at a meeting and someone else took minutes, that person is responsible for making sure the final minutes are received by the Secretary. • For Board Committee meetings, the committee chair is responsible for ensuring minutes are taken and archived electronically. 	
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Q.3.c. Policy	Local committees shall record minutes, including the names of those in attendance and all proceedings at the meetings.	
Q.3.c. Procedure	<ul style="list-style-type: none"> • A recording secretary shall be established at the beginning of each local committee meeting. • The recording secretary shall record the minutes of the meeting and publish the draft minutes as soon after the meeting as is feasible - ideally within 5 business days. • Any changes or corrections shall be forwarded to the recording secretary within 48 hours. • The recording secretary shall send the final minutes to the committee chair, who shall publish them electronically for purposes of organizational records. 	

Custody of correspondence

Q.3.d. Policy	All HUB Cycling Board correspondence shall be kept by the Board Secretary for organizational records.	
Q.3.d. Procedure	<ul style="list-style-type: none"> • A copy of all written Board correspondence (letters, e-mails, press releases, etc.) shall be forwarded to the HUB Cycling Board Secretary as soon as practicable but no later than 21 days from the time it was written. • Copies of correspondence received in relation to the original letter shall be forwarded to the Board Secretary within 30 days of receipt. 	

Q.3.e. Policy	All HUB Cycling local committee correspondence shall be archived electronically for organizational records.	
Q.3.e. Procedure	<ul style="list-style-type: none"> • A copy of all written correspondence shall be published electronically for archive purposes • Correspondence appropriate to be shared shall be made available to all committee members • Copies of correspondence received in relation to the original letter shall be published electronically. 	

Custody of financial records

Q.3.f. Policy	The Executive Director shall be responsible for the update and safekeeping of the organization’s financial records.	
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Custody of membership records

Q.3.g. Policy	The Executive Director shall be responsible for the update and safekeeping of the organization’s membership records.	
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Incident reports

Rationale:

While HUB Cycling’s first priority is always to avoid accidents and incidents, it is nonetheless important to document any incidents that do occur during HUB Cycling rides, events, or activities to ensure that no systematic flaws exist or repeated problems occur, and to take all possible steps to avoid repetitions of such mishaps in the future.

Q.3.h. Policy	HUB Cycling shall maintain records of any dangerous or potentially dangerous occurrences during HUB Cycling events, rides, and activities in order to ensure that such occurrences are not repeated at future events, rides, and activities.	
Q.3.h. Procedure	<ul style="list-style-type: none"> • The HUB Cycling Board of Directors or Executive Director shall inform potential leaders of HUB Cycling activities of the existence of the incident report form and shall supply them with forms for each event. • The person in charge of any HUB Cycling special event shall have copies of the HUB Cycling incident report form with him/her during the event and shall, if possible with the assistance of those involved in the incident, fill out an incident report form if any dangerous or potentially dangerous incident takes place during the event. • If a leader is unsure whether a report is needed, s/he shall consult his/her supervisor after the event and fill out a report if they decide together that it is necessary. • After filling out a report, the leader shall inform his/her supervisor and send the completed form to the Executive Director within a week of the reported incident. • The Executive Director shall ensure that the full Board is made aware of the report. If dangerous patterns appear, the Board will take steps to ensure that such circumstances are corrected for future events or that such events are discontinued if deemed too dangerous to HUB Cycling members and volunteers. 	

Records disposal

Q.3.i. Policy	Safeguard arrangements will be employed to protect personal information against loss or theft, as well as unauthorised access, disclosure, copying, use, modification, or disposal. HUB Cycling will protect personal information regardless of the format in which it is held.	
Q.3.i. Procedure	<ul style="list-style-type: none"> Any personal information provided to HUB Cycling in paper form shall be destroyed (not just thrown out). Electronic versions shall be deleted. 	

Q.4. Shared Access to Data

Shared Access to Data (Google Drive and Google Team Drive)

Rationale:

HUB Cycling utilizes Google Drive and other cloud computing tools to provide shared access to documents, promote collaborative work, and improve efficiency. Google Drive is utilized by volunteers, the Board, and local committees. Google Team Drive (G-Suite) is used by staff. Balanced against this efficiency gain must be an acknowledgement of the importance of data security, considering both deletion of data and unapproved access.

Q.4.a. Policy	HUB Cycling shall utilize Google Drive services for shared access to organizational data by other than HUB Cycling staff	
Q.4.a Procedure	<ul style="list-style-type: none"> HUB Cycling board members, committee members, and volunteers shall obtain their own private Google Drive account if they require access to shared data not stored on the Google Team Drive domain. Users shall keep HUB Cycling data secure. Account names and access shall not be shared between users. Users are responsible for the security of their own user ID and password. Users shall set their display name to a recognizable form of their legal name to assist other users when reviewing changes to documents and folders. The use of 'link sharing' to bypass folder and document security shall be discouraged. If a large number of others require read access to a document it shall be stored in an alternate service, such as a web page or HUB wiki Critical Board folders and documents should be set to use the HUB Board Admin account as Document and Folder owner, to ensure retention as volunteers come and go from the organization. 	

Q.4.b. Policy	HUB Cycling shall utilize Google Team Drive (G-Suite) services for shared access to organizational data by staff members and those individuals assigned a Google Team Drive ID.	
Q.4.b Procedure	<ul style="list-style-type: none"> • HUB Cycling shall maintain two super-admins for the Google Team Drive suite of applications, consisting of the Executive Director and one backup admin. Team Drive IDs shall be assigned by the super-admin, primarily to staff but also to volunteers that require access in the judgement of the super-admin. • Account names and access shall not be shared between users. • Two-step authentication shall be employed. • All IDs shall identify the user by name. • Users may be assigned additional email addresses for ease of access by the public (eg info @ bikehub); these accounts shall not have file access permissions, but rather only be used for email forwarding. • Users are responsible for the security of their own password. • The use of 'link sharing' to bypass document security shall be discouraged. G Suite does not allow the link sharing of folders under Team Drive. It is possible to share individual documents outside of staff, but this should be used judiciously. When collaboration is not necessary the document should be sent as an attachment. 	

R. Information Technology (IT)

R.1. Business Demand

Rationale:

Business benefit must be the primary consideration in all IT decision making.

R.1.a. Policy	Business demand will determine software application needs.	
R.1.a. Procedure	<ul style="list-style-type: none">• The Executive Director has the responsibility for implementing these IT policies.• Prioritized business requirements will be documented in business cases• Business owners will be identified for any IT project• The Executive Director will be supported by the Operations Committee for IT decision making	

R.2. Common Solutions

Rationale:

The IT environment will be kept as simple and robust as possible. This reduces the number of interfaces required between separate applications, helps manage the higher costs of supporting additional applications, and helps reduce the risks of service interruption.

R.2.a. Policy	Common business requirements will be satisfied with common IT solutions. The number of separate applications and data sources will be minimized.	
R.2.a. Procedure	<ul style="list-style-type: none">• An inventory of IT applications will be maintained.• For new business requirements the first option will always be to use a current application.	

R.3. Business Processes

Rationale:

IT applications are integral components of business processes.

R.3.a. Policy	Business processes will always be considered alongside IT applications.	
R.3.a. Procedure	<ul style="list-style-type: none">• Always first try to solve a business problem with a process approach• If it is necessary to address IT applications, ensure that process design precedes application selection, design, configuration, and testing	

R.4. System Development Life Cycle (SDLC)

Rationale:

Risk is best managed by following standard System Development Life Cycle (SDLC) and project management methodologies.

R.4.a. Policy	<p>A standard SDLC will be followed, incorporating the following steps:</p> <ul style="list-style-type: none"> ● Requirement Analysis ● Design ● Implementation ● Testing ● Operation (over a period of time) ● Analysis of new requirements (completing the cycle) 	
R.4.a. Procedure	<ul style="list-style-type: none"> ● A copy of the SDLC will be provided to staff and others working on IT projects ● A gateway process with sign offs will be employed to ensure that one step is completed before the next step is commented ● Project Management methodologies will be employed to ensure that project objectives are documented, that project implementation is tracked and managed, and that IT projects are closed out and documented ● There will be a focus on structured activities in any IT system project 	

R.5. Buy Before Build

Rationale:

Modifying commercial or open source software, or building custom applications, creates risks around the stability of the IT environment, challenges in future upgrades, and additional costs.

R.5.a. Policy	<p>A Buy Before Build approach will be utilized, considering commercial or open source software before custom software. All modifications will be discouraged and must be specifically authorized.</p>	
R.5.a. Procedure	<ul style="list-style-type: none"> ● Requested changes will be evaluated as to whether they are configuration options or a modification to the software application ● Changes or customizations require approval first from the business owner, then the Executive Director, supported by the Operations Committee or designees. 	

R.6. Protection of Data

Rationale:

Information is an asset that must be protected commensurate with its value and sensitivity. Due attention must be paid to privacy issues.

R.6.a. Policy	HUB Cycling will manage and protect its data as a key organizational asset. Consideration will be given to data ownership, availability, accessibility, and integrity.	
R.6.a. Procedure	<ul style="list-style-type: none"> • Databases will be included in an IT inventory of applications and associated data • Databases will have nominated owners who will act as custodians or guardians • When used for testing purposes, data will be scrubbed to protect privacy • When collected, datasets will be made clearly available within the HUB data management framework, with timely updates that align with HUB objectives 	

R.7. Maintain Currency of Applications

Rationale:

Outdated and/or unsupported IT systems create risks around continuity of service, system performance, and security breaches.

R.7.a. Policy	IT application software will be maintained at currently supported levels. IT hardware will utilize current and proven technology. IT skills will be maintained commensurate with the support role requirements.	
R.7.a. Procedure	<ul style="list-style-type: none"> • Applications and technologies supported by third parties must be maintained at a currently supported version and support not allowed to lapse. • Internal support capability must be maintained at an appropriate level. 	

R.8. Importance of Location Data

Rationale:

All cycling-related data has a spatial component - from member surveys to gap maps to logistics for cycling training sessions. There is significant value in that data and in being able to easily associate demographic, infrastructure, usage, and cycling community data with location.

R.8.a. Policy	Location data will be routinely collected to support spatial analysis of information relevant to HUB's mission. This data	
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	<p>will be connected to existing map data at an appropriate scale. Examples include:</p> <ul style="list-style-type: none"> • State of Cycling and Gap Mapping infrastructure data • Member/Donor survey data • Infrastructure project maps and usage/demographic data • Event participation data • Education programs data 	
R.8.a. Procedure	<ul style="list-style-type: none"> • Location data standards will be developed for each data collection event type • A review and approval process will be developed for map data inputs and updates • Simplified tools and procedures will be developed for location data collection, documentation, and assessment 	

Appendix A – Constitution and Bylaws

HUB Cycling Constitution (July 2014)

<https://drive.google.com/open?id=0BzyNCdEx8LZCU3EweThHb2VERkk>

HUB Cycling Bylaws (October 2018)

<https://drive.google.com/open?id=1U6EsCgcNAFsRkXEYGWzPuwggO1HGZfwF>

Appendix B - Committee Terms of Reference

Board Development Committee Terms of Reference - Updated June 2016

This Terms of Reference defines the purpose and scope of activities of the Board Development Committee of HUB Cycling.

Mission

The Board Development Committee will help to develop an effective and efficient Board that operates in a fair and encouraging environment.

Role

Duties of the Committee are the following:

- Identify and act on areas of Board skill development and process development
- Ensure Director skills are being used effectively
- Lead the Director recruitment and Board appointments in accordance with HUB Cycling bylaws
- Ensure that the scope of activities undertaken by the various Board Committees meets the needs of the organization
- Lead 'Conflict of Interest' review of Board members
- Schedule and administer HUB Cycling's Annual General Meeting
- Encourage open communication
 - Within the Board
 - Between the Board and staff, contractors, volunteers and members
- Ensure accountability of the Board, its Directors and Board Committees to HUB Cycling

The Committee is responsible for determining specific strategies and tactics that will fulfill these duties, given the approval of the Board. The Committee and its members must act within the guidelines and requirements set forth in the BC Society Act, HUB Cycling Constitution and the HUB Policies and Procedures document.

The Committee will meet once per month unless extraordinary circumstances arise.

Committee Structure

The Board Development Committee's members are selected Directors of the Board. There should be between four and five members; one member is to be appointed Chair by a vote among the Committee members. The Committee reports to the Board and is responsible for working within the mandate set by the Board.

Values

The Board Development Committee is committed to acting according to the following values.

- Transparency in processes and decision-making
- Action-oriented collaboration that emphasizes critical analysis
- Passion for the work and pride in accomplishments
- Respect for the Committee members, including their time and efforts

Operations Committee Terms of Reference – Updated December 2020

This Terms of Reference defines the purpose and scope of activities of the Operations Committee of HUB Cycling.

Mission

The Operations Committee will ensure that operational activities are chosen and executed to best deliver on the organization's strategic objectives.

Role

Duties of the Committee are the following:

- Facilitate the Board-led development of the organization's overall mandate, goals and strategic plan
- Oversee and provide input in the development of the operational plan
- Review Risk Log and action accordingly. Monthly: risks assigned to the Ops Committee, and bi-annual: entire Risk Log
- Oversee and provide input for any IT system issues including both new systems and significant changes to current systems. Ensure that risk is considered when IT system changes are contemplated
- Together with the Executive Director, conduct regular reviews of operational financial performance (actuals) as compared to budgets
- Review and recommend annual financial statements as prepared by HUB's auditor for final approval by the Board
- Review and recommend HUB's appointment of an auditor for the Board and final approval at the AGM annually
- Provide support to the Executive Director in organizational and operational decisions
 - Raise the highest priority issues to the Board for input and decision-making
- Encourage open communication
 - Between HUB and external organizations
 - Among staff, contractors and volunteers
 - Between staff and the Board, where appropriate, in coordination with the Board Development Committee
- Ensure that staff and volunteers are engaged and high-performing
 - Foster a working environment that is respectful, fun and stimulating
 - Ensure staff is provided with opportunities for training and development that are relevant to the organization and beneficial to the employee
 - Support the Executive Director in handling human resources issues of a more strategic or higher impact nature, including providing input on staff reviews
- For any issue that does not fall under the umbrella of other Board Committees, delegate or manage activities to deal with the issue
- The Committee is responsible for determining specific strategies and tactics that will fulfill these duties. Significant decisions will require the approval of the Board. The Committee and its members must act within the guidelines and requirements set forth in the BC Society Act, HUB Bylaws and Constitution and the HUB Policies and Procedures document.
- The Committee will meet once per month unless extraordinary circumstances arise.

Committee Structure

The Operations Committee's members include the Executive Director and selected Directors of the Board. There should be between four and five members; one member is to be appointed Chair by a vote among the Committee members. The Committee reports to the Board, and is responsible for working within the mandate set by the Board.

Values

The Committee is committed to the following values:

- Transparency in processes and decision-making
- Action-oriented collaboration that emphasizes critical analysis
- Passion for the work and pride in accomplishments
- Respect for the Committee members, including their time and efforts

Regional Advisory Committee Terms of Reference - Updated March 2022

This Terms of Reference defines the purpose and scope of activities of the Regional Advisory Committee (RAC) of HUB Cycling.

Mission

The Regional Advisory Committee will develop regional infrastructure and policy recommendations, as well as organizational positions, to support the organization's mission. It will work with staff to help strengthen local committees and ensure that regional priorities and interests are considered in HUB Cycling advocacy work.

Role

Duties of the Committee are the following:

- Develop policies and positions that support HUB Cycling's mission through reviews of research, community input, consideration of the political environment and discussions with HUB Cycling's Local Committees and other stakeholders
- Develop and oversee methods for effectively promoting policies and positions through various channels, including working with staff teams.
- Working together with LCs, support advocacy efforts for key active transportation infrastructure gaps within LC geographic areas of responsibility
- Support HUB Cycling's LCs in developing initiatives to promote policies and positions, working with staff teams including the Community Organizer
- Develop and maintain strong government and private organization relationships that support the objectives of HUB Cycling, including ensuring that HUB acknowledges government accomplishments Take the lead on MoTI, Translink, and Metro Van relationships.
- Develop and follow an annual RAC Action Plan that outlines the work plan for the Committee for the coming year
- Be available for response to emerging time-sensitive cycling issues requiring clarification and guidance on policies, positions and regional infrastructure.
- Champion the Priority Gap List and associated Gap Map, within HUB Cycling and across all LCs, creating and maintaining a common inventory and map of all identified gaps throughout the areas where HUB Cycling operates. Serve as sponsor, working with staff teams, for the HUB Map project, bringing together the State of Cycling (SoC) inventory of active transportation infrastructure, identified priority gaps, #ungapthemap, and other HUB Cycling initiatives.

The Committee is responsible for determining specific strategies and tactics that will fulfill these duties, given the approval of the Board. The Committee and its members must act within the guidelines and requirements set forth in the BC Society Act, the HUB Cycling Constitution and the HUB Policies and Procedures document.

The Committee will meet once per month unless extraordinary circumstances arise.

Committee Structure

The Regional Advisory Committee is a Board Committee. There should be at least four members; one member is to be appointed Chair (or two members appointed Co-Chairs) by a vote among the Committee members. The Chair or one Co-Chair must be a Board member. External participants may attend Regional Advisory Committee meetings upon invitation of the Committee. The Committee reports to the Board and is responsible for working within the mandate set by the Board.

Values

The Committee is committed to acting according to the following values.

- Transparency in processes and decision-making
- Action-oriented collaboration that emphasizes critical analysis
- Passion for the work and pride in accomplishments
- Respect for the Committee members, including their time and efforts

HUB Cycling Staff Local Committee Liaison - Role Description - Updated March 2022

This Role Description defines the purpose and scope of activities of the staff Local Committee Liaison. This role is currently assigned to the Community Organizer.

Mission

The Local Committee Liaison maintains organizational links to the Local Committees (LCs). This role will foster positive and beneficial relationships between HUB's local committees; the Regional Advisory Committee (RAC); and other HUB Cycling staff in order to support the advocacy efforts of the local committees.

Role

Duties of the Local Committee Liaison are the following:

- Communicate regularly with HUB Cycling local committees
 - Keep up-to-date on each committee's activities
 - Attend at least one meeting of each local committee annually (attendance may be in-person, over the phone or online)
 - Provide the LCs with updates and issues, and relay any local committee concerns or issues back to the organization. C. This is usually done through a monthly email Action Update and through the review of minutes from LCs by staff and board members.
 - Facilitate communications between local committees and the board, and between local committees and other board committees, as necessary
- Support local committee activities
 - Encourage and support local committees in developing online presences that are current, engaging and cohesive with the HUB brand. Encourage local committees to post their meeting minutes, agendas, and public communications for access by all, in accordance with existing HUB Cycling policies.
 - Encourage and support local committees to develop annual action plans and to review their prior year plans. These goals and objectives shall be reviewed by the staff local committee liaison, each year
 - Track and report on metrics of LC activities, with respect to administration activities, members, and advocacy successes.
 - Participate in an annual audit of LC documentation per existing policies
 - Ensure that local committee activities are consistent with HUB values, positions and priorities. Advise the organization if s/he believes the outcome of a local committee vote runs counter to the HUB Cycling values or mission. Facilitate the review (by the Director of Communication) of any LC promotional materials) that are planned to be sent out by LCs
 - Ensure that issues that arise at local committees that are of importance to the broader organization are escalated as appropriate (raised to other staff and/or the RAC as necessary)

- Foster positive and beneficial inter-local committee relationships
 - Facilitate communications between local committees regarding regional issues
 - Organize one or more events annually to bring local committees together for networking and learning

The Local Committee Liaison is responsible for determining specific activities that will fulfill these duties. The staff Local Committee Liaison reports to the Director of Communications, who reports to the Executive Director.

Appendix C – Board Orientation Manual

Board Orientation Manual

See Separate Document

Appendix D - Employee, Contractor, and Volunteer Guide

Employee, Contractor, and Volunteer Guide

<https://drive.google.com/open?id=0B26Kj7n7MB-CNmtwdi1GYk9FcFk>

Appendix E - Local Committee Handbook

Local Committee Handbook

<https://drive.google.com/open?id=0B26Kj7n7MB-CdUhFTkpQZFN0bWs>