



LONDON DRAGON BOAT CLUB INC.

Governance and Operations Manual

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PART A

GOVERNANCE

1. Introduction

The London Dragon Boat Club Inc. (LDBC) Governance Manual outlines the structure, responsibilities, and policies that guide the club's operations. It ensures clarity, consistency, and accountability across all board functions.

This manual is divided into two parts. Part A (Governance) is stable and board-approved; it should only change through the same process as a bylaw amendment. Part B (Operations) contains portfolio-level and team-level detail that the Board may update by resolution as practices evolve. This manual is reviewed annually and updated as needed.

2. Mission, Vision & Values

Mission

To connect people to the sport of paddling by fostering a community that promotes fitness, teamwork, and personal growth through dragon boat.

Vision

A thriving club where paddlers of all levels can learn, train, compete, and build community.

Values

- Respect
- Safety
- Inclusion
- Integrity
- Teamwork
- Excellence

3. Board Structure

The Board of Directors includes:

- President/Chair
- Vice-President
- Treasurer
- Secretary
- Director of Communications & Membership
- Director of Coaching & Athlete Development/Programming
- Director of Safety & Risk Management
- Director of Resourcing, Events & Competition
- Director of Equipment & Asset Management
- Directors-At-Large

All directors share responsibility for upholding Safe Sport principles and ensuring compliance with Dragon Boat Canada standards. Board Directors have individual responsibilities and support each other in completing said responsibilities.

4. Officer Duties

Officer duties below are the governance-level responsibilities tied to each role under the Bylaws. Operational, day-to-day tasks carried out by portfolio Directors are described in Part B.

4.1 President / Chair

Purpose:

Provides leadership to the Board and ensures strong governance.

Responsibilities:

- Lead strategic planning and board direction
- Chair board and member meetings
- Represent the club publicly
- Ensure compliance with bylaws and policies
- Support directors and maintain a positive board culture
- Oversee major partnerships and external relationships

4.2 Vice-President

Purpose:

Supports the President and leads governance improvements.

Responsibilities:

- Act as President when required
- Support strategic planning and policy development
- Lead governance reviews and board development
- Assist with conflict resolution
- Support Safe Sport and risk-management practices

4.3 Treasurer

Purpose:

Ensures responsible financial management.

Responsibilities:

- Prepare annual budgets
- Maintain financial records
- Present financial updates to the Board and AGM
- Manage payments and banking
- Support grant applications
- Ensure compliance with CRA non-profit requirements
- Reconcile team fees reported by Team Captains/Managers against club records (see Part B, s.10.1)

4.4 Secretary

Purpose:

Manages board records, corporate documentation, and official communications.

Responsibilities:

- Maintain board records and prepare meeting minutes
- Give all notices required to members and directors
- Act as custodian of the Corporation's books, papers, records, and contracts
- Maintain membership records in accordance with Board-approved rules
- May delegate administrative tasks with Board approval

Minutes confidentiality:

Full Board meeting minutes are confidential to the Board. After each meeting, the Secretary prepares a brief, approved summary of decisions and general updates for distribution to members, for example through the club newsletter. This gives members visibility into board activity without exposing confidential deliberations.

5. Board / Leadership Code of Conduct

London Dragon Boat Club Inc. (LDBC) is committed to providing a safe, welcoming, and inclusive environment for everyone involved in our club. This section sets out the fuller expectations for Directors, coaches, and other club leaders, who hold positions of trust and authority. It reflects the values promoted by Dragon Boat Canada and Canada's Safe Sport movement.

Our Core Principles

- Safety first – physical, emotional, and psychological safety for all.
- Respect for all people – teammates, competitors, officials, volunteers, and the public.
- Fair play and integrity – honesty, fairness, and good sportsmanship.
- Inclusion and equity – everyone is welcome and everyone is treated with dignity.
- Positive communication – supportive, constructive, and professional interactions.
- Accountability – we take responsibility for our actions and choices.

Power Dynamics and Boundaries

Coaches, captains, and board members must:

- Maintain professional boundaries at all times
- Avoid relationships or behaviour that could be seen as coercive or exploitative
- Use their authority responsibly and fairly

Athletes must:

- Respect coaching decisions and training plans
- Communicate concerns respectfully and through appropriate channels

Social Media and Public Conduct (Leadership)

- Represent the club positively in public and online at all times, including outside sanctioned events
- Avoid posting harmful, offensive, or discriminatory content
- Protect the privacy of teammates, athletes, and volunteers, including in coaching or captain communications

Reporting and Accountability

If you experience or witness behaviour that violates this Code:

- Report it to the Team Coach, a Board Member, or the Director of Safety & Risk Management
- Reports will be handled confidentially and respectfully
- No one will face retaliation for making a good-faith report

Outcomes are governed by the Disciplinary Action Policy (Section 6.3).

Commitment to Continuous Improvement

- Review this Code regularly
- Provide education on Safe Sport principles
- Foster a culture where everyone feels safe, valued, and supported

6. Policies

6.1 Safe Sport Policy

Principles

- Zero tolerance for maltreatment
- Mandatory reporting
- Respect for boundaries
- Awareness of power dynamics
- Trauma-informed response

Requirements

- Coaches, sterns, team captains/managers, and board members must complete Safe Sport training
- Proof of Safe Sport must be sent to the Board prior to May 1st each year
- All incidents must be documented using the Incident Reporting Form and submitted to the Director of Safety & Risk Management

Member rollout:

Safe Sport awareness is being extended to the general membership through a communications plan — including an overview in the Member Handbook and newsletter. The mandatory training requirement above continues to apply to coaches, sterns, captains/managers, and board members.

6.2 Conflict of Interest Policy

Directors must:

- Declare conflicts
- Recuse themselves when in conflict
- Ensure transparency

Conflicts include:

- Financial gain
- Preferential treatment
- Competing loyalties

6.3 Disciplinary Action Policy

This policy expands the Code of Conduct's "Reporting and Accountability" section into a defined process, so members and leaders know what happens after a report is made.

Process:

- A report is received by a Coach, Board Member, or the Director of Safety & Risk Management and logged using the Incident Reporting Form.
- The Director of Safety & Risk Management (or the President, if the Director is involved) reviews the report and determines whether further investigation is needed.
- Investigations are conducted promptly, confidentially, and without predetermining the outcome; the person(s) involved are given an opportunity to respond.
- The President and Director of Safety & Risk Management jointly decide on any resulting action, consulting the full Board for serious matters.
- Possible outcomes include: no action, a verbal or written warning, required education, temporary suspension from practice or events, removal from a leadership role, termination of membership, or referral to Dragon Boat Canada.
- The affected individual may appeal a decision in writing to the Board within 14 days; the Board's decision on appeal is final.
- Records of the investigation and outcome are kept confidentially by the Director of Safety & Risk Management.

6.4 Safety Policy

London Dragon Boat Club, Inc has a zero tolerance for anyone being harmed as a result of our members' participation in the sport. We believe that harm is not an inevitable consequence of our activities and that incidents that cause harm can be avoided. We will strive to provide an environment in which the sport can be practised safely and enjoyably by our members. We recognise that our members have primary responsibility for their own safety and the safety of others. The Club, through its Officers and Committees, will encourage safe practice having due regard for the guidance provided by Dragon Boat Canada in DBC Safety Guidelines.

The Club's detailed Safety Rules and Emergency Response Plans are set out in Part B, Appendix C. Members are invited to refer any questions and concerns relating to safety to the Club's Director of Safety & Risk Management.

7. Annual Governance Cycle

Period	Focus
Jan–Feb	Strategic planning
Mar–Apr	Season preparation
May–Sep	Training, regattas, events
Oct	Season review
Nov	AGM preparation and meeting; Board Recruitment
Dec	Board transition

PART B

OPERATIONS

8. Director Portfolio Responsibilities

8.1 Director of Communications & Membership

Purpose:

Manages communication, member engagement, and administrative records.

- Maintain membership records and manage registration processes
- Lead club communications, both internally and externally
- Respond to member inquiries
- Support recruitment and retention
- Manage club website, social media accounts, and member communication tools
- Distribute the Secretary's approved meeting summary to members (e.g., via newsletter)

8.2 Director of Coaching & Athlete Development

- Can be combined with Director of Resourcing, Events & Competition

Purpose:

Oversees coaching, training programs, and athlete development.

- Recruit and support coach and stern development
- Develop training plans for in-season skills clinics
- Ensure alignment with Dragon Boat Canada standards
- Support athlete development pathways for new and seasoned paddlers
- Collaborate on Safe Sport education
- New member onboarding support
- Own the Stern & Coach Directory and vetting process (see Section 9.3)
- Explore hosting an in-house stern/athlete-development course

8.3 Director of Safety & Risk Management

- Can be combined with Director of Equipment & Asset Management

Purpose:

Ensures safe operations and compliance with Safe Sport and safety standards.

- Maintain safety policies and emergency action plans
- Liaise with team safety representatives to support safety plans
- Oversee incident reporting, including maintenance of related documentation
- Lead Safe Sport education initiatives and collect certifications
- Conduct risk assessments
- Ensure safety compliance at practices and events hosted by LDBCI
- Act as contact for questions about access to the club during emergency situations
- Bring equipment/safety budget items to the Board for approval (walkie-talkies for boats, AED placement and weatherproofing, an additional AED, full life jackets for cold-water conditions, first-aid funding — see Appendix C)
- Maintain a process for members to flag in advance if they may need additional support during an emergency (see Appendix C)

8.4 Director of Resourcing, Events & Competition

- Can be combined with Coaching & Athlete Development

Purpose:

Plans and delivers club events and regatta participation.

- Coordinate regatta logistics
- Facilitate negotiations with UTRCA for member access
- Source affordable equipment as needed
- Lead planning for club events
- Recruit and manage volunteers (e.g., for events, clinics, open/close facilities)
- Work with Communications on event promotion
- Work with Coaching & Athlete Development to support in-season skills clinics
- Collaborate on event safety plans
- Receive competition schedules and team fee reports from Team Captains/Managers (see Section 10.1)

8.5 Director of Equipment & Asset Management

- Can be combined with Director of Safety & Risk Management

Purpose:

Ensures equipment is safe, maintained, and properly tracked.

- Maintain boats, paddles, PFDs, and other assets
- Conduct safety inspections
- Manage equipment inventory
- Liaise with team equipment representatives
- Oversee storage and access
- Provide budget input for repairs and replacements
- Manage sign-out of equipment by paddlers attending events off-site
- Partner with the Director of Safety on the equipment-related budget items in Appendix C

8.6 Directors-at-Large

Purpose:

Provide general support across board activities.

- Assist with committees and projects
- Support volunteer coordination
- Provide input on policy and planning
- Represent member interests

9. Team Leadership Roles

This new section defines the on-team leadership roles that sit below the Board — Team Captain/Manager, Coach, and Stern — and clarifies who each reports to, so accountability is unambiguous.

9.1 Role Definitions

Team Captain / Manager

The primary point of contact for a team's day-to-day organization: competition entries, roster management, and coordinating with club Directors. Not a coaching or safety-technical role.

Coach

Leads on-water and off-water training. Responsible for skill development, session planning, and athlete welfare during practices. Must hold Dragon Boat Canada coaching certification and Safe Sport training.

Stern (Steersperson)

Steers the boat and holds final on-water safety authority during a practice or race, including the decision to abort a session. Because this role carries direct safety responsibility, it requires club-level vetting rather than self-declaration (see Section 9.3).

9.2 Reporting Lines

Role	Reports To	Reports On / For	Qualification
Team Captain / Manager	Director of Resourcing, Events & Competition (primary); coordinates with Communications & Membership and Coaching	Competition schedules, roster/registration coordination, team fees collected, recruitment support	None mandated; onboarding checklist recommended
Coach	Director of Coaching & Athlete Development	Training plans, athlete development, Safe Sport education delivery, athlete welfare concerns	Dragon Boat Canada coaching certification + Safe Sport training (annual)
Stern (Steersperson)	Director of Coaching (training standards); Director of Safety (on-water safety compliance)	Steering competency, on-water safety decisions, incident escalation	Club-recognized vetting (Section 9.3) + Safe Sport training
Team Safety Representative	Director of Safety & Risk Management	Risk assessments, safety plan communication, incident reporting support	Safety orientation; familiarity with Emergency Response Plans
Team Equipment Representative	Director of Equipment & Asset Management	Equipment condition checks, boat setup, sign-out tracking	Equipment orientation

9.3 Stern & Coach Directory and Vetting Process

- Maintain a Stern & Coach Directory (name, certification status and expiry, availability), owned by the Director of Coaching & Athlete Development and kept alongside the Contact Directory in Appendix B.
- New sterns complete a club-recognized vetting step before being authorized to steer: a practical skills assessment observed by an existing certified stern or the Director of Coaching, plus Safe Sport training.
- Explore hosting an in-house stern/athlete-development course, potentially in partnership with Dragon Boat Canada, so certification doesn't depend solely on external availability.
- Re-verify certification status annually, aligned with the existing Safe Sport proof deadline (May 1st).

10. LDBCI Team Requirements

All teams operating under the LDBCI umbrella require a minimum of one team captain/manager and one safety representative.

10.1 Team Captain / Manager Club-Related Responsibilities

- Submit report of competition schedule to Director of Resourcing, Events & Competition
- Collaborate with Director of Communications & Membership to distribute club communications and support recruitment and retention
- Collaborate with Director of Coaching & Athlete Development to support athlete development pathways and onboarding of new members

Team fee reporting:

Team Captains/Managers report collected team fees to the Treasurer on a schedule set by the Board (e.g., at season start and mid-season), so the club can reconcile team-level finances against club records. This is reflected in the Finance & Administration RACI (Appendix E).

10.2 Team Safety Representative Responsibilities

- Collaborate with Director of Safety & Risk Management to conduct risk assessments
- Communicate and support safety plans, including emergency action plans

10.3 Team Equipment Representative Responsibilities

- Collaborate with Director of Equipment & Asset Management to conduct equipment assessments for safe operations
- Support team with equipment access and boat setup

11. Committees

Standing committees give each team a direct voice in club-wide planning and spread operational workload beyond the Board. Each committee includes one representative from every team, appointed by the team's Captain/Manager, plus the relevant Director as chair.

Committee	Chair	Purpose
Safety Committee	Director of Safety & Risk Management	Reviews risk assessments, incident trends, and emergency plan updates; recommends safety equipment priorities
Events Committee	Director of Resourcing, Events & Competition	Coordinates regatta calendar, club events, and volunteer scheduling across teams

The Board may establish additional committees by resolution as needs arise.

12. Club Resources

A reference list of resources available to members, maintained by the relevant Director and summarized for members in the Member Handbook.

- Equipment access and sign-out through Team Equipment Representatives (Director of Equipment & Asset Management)
- Coaching clinics and athlete development pathways for new and experienced paddlers (Director of Coaching & Athlete Development)
- Off-season and winter training opportunities — confirmed each year by the Director of Coaching & Athlete Development and communicated via newsletter
- Safe Sport training access for members preparing for a leadership role (Director of Safety & Risk Management)

13. Member Code of Conduct

A condensed Member Code of Conduct — covering respectful conduct, Safe Sport basics, prohibited behaviour, and how to report a concern — is distributed to all members in the LDBC Member Handbook. It reflects the same Core Principles set out in Section 5 (Board / Leadership Code of Conduct) in plain, member-facing language. Directors, coaches, and other club leaders are additionally bound by the fuller leadership content in Section 5.

APPENDICES

Appendix A: Board Onboarding Package

Welcome Letter (Template)

Dear [Director Name],

On behalf of the London Dragon Boat Club Inc., I am pleased to welcome you to the Board of Directors. We are excited to have you join our leadership team and contribute your experience, insight, and enthusiasm to the continued growth of our club.

As a director, you play an essential role in shaping the future of LDBC. Our Board is responsible for ensuring strong governance, supporting safe and inclusive programming, and fostering a positive environment where paddlers of all levels can thrive. Your voice at the table matters, and we look forward to the perspective you bring.

This welcome package includes our Governance Manual, Board Onboarding Guide, and key policies such as the Code of Conduct, Safe Sport Policy, and Conflict of Interest Policy. These documents outline how we operate, how decisions are made, and the standards we uphold as a community-focused, volunteer-driven organization.

Over the next few weeks, you will have the opportunity to meet with fellow directors, review your portfolio responsibilities, and become familiar with our strategic priorities. Please feel free to ask questions at any time—our Board is collaborative, supportive, and committed to helping new members feel confident and prepared.

Thank you for stepping forward to serve. Your commitment strengthens our club and helps ensure that LDBC remains a safe, welcoming, and vibrant place for everyone who joins us on the water.

We are grateful to have you with us and look forward to working together.

Warm regards,

[President Name]

President, London Dragon Boat Club Inc.

First 30 Days Checklist

To receive access to club email, shared documents, the board contact list, current strategic priorities and a meeting schedule, complete the following:

- Read the Governance Manual (Parts A and B)
- Review bylaws
- Review Code of Conduct (Section 5 and the Member Handbook)
- Review Safe Sport Policy
- Review Conflict of Interest Policy
- Complete Safe Sport training
- Meet with the board President
- Meet with your predecessor, if applicable
- Attend your first board meeting

Appendix B: Meeting Orientation

Meeting Structure

- Call to order
- Approval of agenda
- Approval of minutes
- Portfolio updates
- Financial report

- Safety updates
- New business
- Adjournment

Contact Directory (Fill-In)

- President:
- Vice-President:
- Treasurer:
- Secretary:
- Communications & Membership:
- Coaching & Athlete Development:
- Safety & Risk Management:
- Resourcing, Events & Competition:
- Equipment & Asset Management:
- Directors-at-Large:

Stern & Coach Directory (name, certification status/expiry, availability) is maintained separately by the Director of Coaching & Athlete Development — see Section 9.3.

Appendix C: Safety Rules and Safety Plans

This safety plan aligns with Dragon Boat Canada Safety Guidelines. All LDBCI members are expected to take responsibility for their own safety on and off the water and ensure that their actions do not put others at risk.

Responsibilities

Everyone

- Take responsibility for their own safety and the safety of others affected by their activities.
- Read, understand, and follow the Safety Plans.
- Read, understand, and abide by all the Safety Rules.
- Report all occurrences of disregard for the Safety Rules to the club.

Club

- Produce and communicate Safety Plans and Safety Rules for all its members and coaches.
- Publish and display the Safety Plan and the Safety Rules on the club website.
- Modify and update the Safety Rules and Safety Plan in light of incidents, Risk Assessments, Safety Alerts and developments in good practice.

Safety Rules

- Members are responsible for ensuring appropriate dress for weather conditions and wearing of appropriate PFD.
- Follow the 30:30 rule on lightning.
- Navigation (e.g., circulation patterns) of the lake will follow UTRCA policies.
- Members using LDBCI-owned outrigger canoes must be accompanied by at least one other paddler (i.e., no solo paddling).
- Members using LDBCI-owned outrigger canoes must complete a safety orientation from an experienced user prior to first use.
- Members will advise Coaches of medical issues that have potential to put themselves or other paddlers at risk during club events.
- Avoid dragon boating in darkness and ensure lighting systems are available for each boat, including the coach/safety boat.

Equipment & Safety Items Under Review

The following items have been raised by team leadership and are pending Director review and Board budget approval; they are not yet club policy:

- Equip boats with walkie-talkies for on-water communication.
- Relocate the AED to the bottom of the dock in a weatherproof case; evaluate adding a second AED.
- Assess whether full life jackets (rather than standard PFDs) should be recommended for cold-water conditions, and document best practice.
- Introduce a voluntary card/flag system for members who may need additional support during an emergency (linked to advance notice under Section 8.3).
- Evaluate club funding for first-aid supplies/training.

Club Emergency Response Plans — Responsibilities

Everyone

- Understand and, in an emergency, follow the Club Emergency Response Plans.
- Follow the instructions of Club Officers and coaches.
- Report any incident or condition that could give rise to an emergency to a Club Officer or coach.

Club

- Use the club's Risk Assessment to produce or update the Club Emergency Response Plans.
- Brief members and others using the club facilities on the content of the Club Emergency Response Plans and make it available.
- Brief members and others using the club facilities on what to do in an emergency and how to use any equipment.
- Prominently display notices showing key holders and contact information in the club.

Coaches

- Read and understand the Club Emergency Response Plans.
- Ensure that paddlers know what to do in an emergency and where to find the notices showing key location and contact information.
- Ensure that participants know the location of First Aid kits including an AED, if available.
- Have a working cell phone or assign a designate to carry a working cell phone.

Emergency Response Plans

Capsize and Recovery

- Take precautions before launch to reduce risk of capsize or swamping (i.e., boat balance, distribution of paddlers).
- Stay with the boat and use it as a life raft, unless instructed otherwise by the coach.
- Find your bench buddy or inform the coach if you can't.
- Keep calm.
- Follow the coach/steersperson and rescue team instructions.
- Be aware of the effects of cold-water shock and hypothermia.

Person Overboard

- Be aware of the effects of cold-water shock and hypothermia.
- Keep calm, inform the coach, and follow coach instructions.

CPR and Emergency Measures

Laminated cards detailing the following information, including detailed directions to each rendezvous area, will be attached to the safety boat keys, individual boat safety kits, and posted in the FYC clubhouse.

In the event of a medical emergency requiring paramedic response while out on the water:

- The Coach will identify the closest appropriate dock site to meet emergency personnel (public boat launch north side of dam; rowing club docks south side of dam; Fanshawe Yacht Club sailboat launch).
- The Coach or designate will call 911 and provide the meeting location, callback number, and the patient's gender, approximate age, and current status.
- The Coach will facilitate movement of the boats to the rendezvous location, either by crew paddling or assisted tow from the coach boat.
- For the safety of the patient, the patient stays in the boat until the boat is docked; the Coach or First Aid designate goes to the patient as needed.

High Water Emergency Plan

CRITICAL RULE: No one is to do anything on their own. All work must be done in teams of two or more with life jackets securely fastened.

1. Monitoring & Activation

- External Contact: Upper Thames River Conservation Authority (UTRCA) and Fanshawe Yacht Club (FYC).
- Trigger Visual: check the Wyecreek Trail Crossing graph; when the blue line (water level) nears the top green line, water is reaching the height of the north dock.
- Notification Flow: once notice is received from FYC or UTRCA, the Safety Officer or President confirms the action plan, checks the Wyecreek graph, and calls the High-Water Team to assemble at the south parking lot.
- Team Leader: the Safety Officer; if unable to attend, the first team member to arrive at FYC assumes the role.

2. Action Plan & Duties

- Team Assembly & Safety Check (immediate upon arrival): meet in the parking lot near the clubhouse; ensure every team member has a life jacket on securely before touching equipment; group everyone into teams of at least two.
- Rescue Boat Deployment (Safety Officer to assign): assign two people per rescue boat; before leaving the dock, verify life jackets, knives, a full tank of gas, and working headlamps/flashlights.
- Secure the Infrastructure & Docks (Land Team): tie docks securely to land to prevent breakaway; add blue ballast barrels to dock gangplanks to stabilize against rising lifts and currents.
- Moor and Secure the Fleet (Water & Land Teams): Water Team moves and secures dragon boats to assigned mooring balls; Land Team removes or secures anything on the docks that could float away.
- Final Accountability & Check-Out (before departure): all teams report back to the Safety Officer/Team Leader when finished; the leader confirms everyone is accounted for, determines if reinforcement is needed, and logs when members leave the club.

3. Executive Officer Duties

President

- Coordinate with the Communications Officer to send a mass email notification to all members and advise cancellation of practices until water levels are restored.
- Directly contact the Dragon Boat crew leaders/members regarding the emergency, ensuring they know which mooring balls are cleared for the dragon boats.

Safety Officer

- Act as the primary point of contact for FYC / UTRCA.
- Mobilize the High Water Team list, including team safety and equipment representatives.
- Oversee on-site operations and step assignments.

4. Hazards & Risk Mitigation

Risk	Mitigation
Fast Moving Water & Debris	Tree trunks, logs, up-river cottage boats, and submerged objects will enter the zone. Never work alone — teams of two minimum, wearing high-grip footwear and securely fastened PFDs at all times.

Risk	Mitigation
Slip and Fall Accidents	Wet surfaces and shifting, unstable footing near the water's edge are high risk. Pace your movements and watch your placement on the gangplanks.
Rapidly Rising Water	Walkways, picnic tables, and ramps can submerge quickly. If water is projected to rise 2 meters above the north dock, items must be hauled high up onto the south dock ramp so they cannot float away.
Fatigue & Overexertion	Handling heavy dragon boats, tying off docks, and wrestling with ballast barrels in high currents is physically exhausting. Stay hydrated, pace the work, and rotate team members frequently.

Business Continuity Plan

- Who to contact for specific issues
- Incident reports
- High-water planning
- Open/close procedures
- FYC's responsibilities defined

Appendix D: Incident Reporting Form

Incidents that cause harm or damage, however trivial, should be reported, as well as those where an injury, health issue, or damage has occurred. Near misses should also be reported as these can provide useful information that may help someone avoid a serious incident.

Reporter Information

- Name of person submitting report: Enter name
- Role: ☐ Athlete ☐ Coach ☐ Volunteer ☐ Director ☐ Parent/Guardian ☐ Other
- Phone: Enter phone
- Email: Enter email
- Reporting on behalf of someone else: ☐ Yes ☐ No
- If yes, name: Enter name

Incident Details

- Date of incident: Enter date
- Time of incident: Enter time
- Location: Enter location
- Type of activity: ☐ Practice ☐ Regatta ☐ Club Event ☐ Off-water Training ☐ Other
- Type of incident: ☐ Injury/Medical ☐ Safety concern ☐ Equipment failure ☐ Behavioural concern ☐ Code of Conduct violation ☐ Safe Sport concern ☐ Harassment/Bullying ☐ Discrimination ☐ Conflict ☐ Property damage ☐ Near miss ☐ Other

Individuals Involved

- Person(s) directly involved: Enter names
- Witnesses: Enter witnesses

Description of Incident

Provide a factual description: Enter detailed description

Immediate Actions Taken

- First aid provided: ☐ Yes ☐ No — By whom: Enter name
- Emergency medical care required: ☐ Yes ☐ No
- Equipment removed from service: ☐ Yes ☐ No
- Safety Director notified: ☐ Yes ☐ No — Date/time
- President notified: ☐ Yes ☐ No — Date/time
- Other immediate actions: Enter actions

Safe Sport Considerations

- Potential maltreatment involved: ☐ Yes ☐ No ☐ Unsure
- Types: ☐ verbal ☐ emotional ☐ physical ☐ sexual misconduct ☐ harassment ☐ bullying ☐ discrimination ☐ abuse of power ☐ boundary violation
- Individual removed from harm: ☐ Yes
- External Safe Sport report filed: ☐ Yes — Enter details

Follow-Up Required

☐ Safety Director follow-up ☐ Equipment inspection ☐ Coaching review ☐ Member conduct review ☐ Policy review ☐ Communication to membership ☐ No further action ☐ Other

Reporter Declaration

- Signature: Enter signature
- Date: Enter date

Internal Use Only (Safety Director)

- Date received: Enter date
- Reviewed by: Enter name
- Follow-up actions: Enter actions
- Incident classification: ☐ Minor ☐ Moderate ☐ Serious ☐ Critical
- Report closed on: Enter date
- Additional notes: Enter notes

Appendix E: RACI Matrix

R = Responsible; A = Accountable; C = Consulted; I = Informed. Rows are grouped to mirror Part A (Governance) and Part B (Operations).

Governance & Leadership RACI (Part A)

Area	Pres	VP	Treas	Secr	Coach	Safety	Events	Equip	DAL
Strategic planning	A/R	C	C	C	C	C	C	C	C
Policy development (incl. Safe Sport)	A	C	C	C	C	R	C	C	C
Board meeting leadership	A	R (if Pres. absent)	I	I	I	I	I	I	I

Area	Pres	VP	Treas	Secr	Coach	Safety	Events	Equip	DAL
AGM preparation	A	C	C	R	I	I	I	I	I
Bylaw & legal compliance	A/R	C	C	C	I	I	I	I	I
Disciplinary Action decisions	A/R	C	I	I	C	R	I	I	I

Finance & Administration RACI (Part A / B)

Area	Pres	VP	Treas	Secr	Coach	Safety	Events	Equip	DAL
Budget creation & oversight	C	I	A/R	I	C	C	C	C	I
Financial reporting	I	I	A/R	I	I	I	I	I	I
Grant applications	C	C	R	C	C	C	C	C	I
Record keeping & minutes	I	I	I	A/R	I	I	I	I	I
Membership administration	I	I	C	A/R	I	I	I	I	I
Team fee reporting & reconciliation	I	I	A/R	I	I	I	C (via Captains)	I	I

Athlete, Coaching & Training RACI (Part B)

Area	Pres	VP	Treas	Secr	Coach	Safety	Events	Equip	DAL
Coach recruitment & support	I	I	I	I	A/R	C	I	I	I
Training program development	I	I	I	I	A/R	C	C	I	I
Athlete development pathway	I	I	I	I	A/R	C	C	I	I
Safe Sport education	C	I	I	C	C	A/R	I	I	I
Stern vetting & directory	I	I	I	I	A/R	C	I	I	I

Safety, Risk & Compliance RACI (Part B)

Area	Pres	VP	Treas	Secr	Coach	Safety	Events	Equip	DAL
Safety policies & procedures	C	I	I	I	C	A/R	C	C	I
Incident reporting & follow-up	I	I	I	C	C	A/R	C	C	I
Equipment safety checks	I	I	I	I	C	C	C	A/R	I
Emergency action plans	I	I	I	I	C	A/R	C	C	I
Compliance with Dragon Boat Canada standards	A	C	I	I	C	R	C	C	I
Safety equipment budget items (Appendix C)	C	I	C	I	I	A/R	I	R	I

Events, Regattas & Community Engagement RACI (Part B)

Area	Pres	VP	Treas	Secr	Coach	Safety	Events	Equip	DAL
Regatta planning & logistics	I	I	C	C	C	C	A/R	C	I
Volunteer coordination	I	I	I	C	C	C	A/R	C	R
Community partnerships	A	C	I	C	I	I	R	I	C
Club promotions & marketing	I	I	I	A/R	I	I	C	I	I
Social events	I	I	I	C	C	C	A/R	C	C

Communications & Membership RACI (Part B)

Area	Pres	VP	Treas	Secr	Coach	Safety	Events	Equip	DAL
Member updates & newsletters	I	I	I	A/R	I	I	C	I	I
Website & social media	I	I	I	A/R	I	I	C	I	I
Handling member concerns	A	C	I	R	C	C	I	I	I
Registration communications	I	I	C	A/R	I	I	I	I	I
Board minutes summary to members (newsletter)	I	I	I	A/R	I	I	I	I	I

Equipment & Asset Management RACI (Part B)

Area	Pres	VP	Treas	Secr	Coach	Safety	Events	Equip	DAL
Boat maintenance & repairs	I	I	I	I	C	C	C	A/R	I
Paddle & PFD inventory	I	I	I	I	C	C	C	A/R	I
Asset tracking & documentation	I	I	I	C	I	I	I	A/R	I
Storage management	I	I	I	I	C	C	C	A/R	I
Equipment budgeting input	C	I	C	I	C	C	C	R	I