



# Cowichan Station Area Association

2375 Koksilah Road  
Duncan, BC  
V9L 6M5

[info@cowichanstation.org](mailto:info@cowichanstation.org)

## POLICY MANUAL March 2017 Amended June 14 2017

The following policies were developed by the Board of Directors of the Cowichan Station Area Association over our first nine years in response to issues and situations that have arisen or that we foresee. While our Mission tells us **what** we hope to do, our bylaws and policies define **how** we do it, as safely, fairly and accountably as we can. This is intended to be a 'living document', improved over time.

**Background:** Since CSAA was founded in 2008, policies have been created as needed to guide our organization whenever our Constitution, Bylaws or common sense haven't made it obvious how to handle specific situations. Policies often emerge from learning experiences (e.g. when we mess up and never want to do it that way again!) or from replicating other organizations we respect.

In 2016/17, with the assistance of Madelaine Macleod, founding Secretary to the Board, a list was compiled of all policy decisions, and draft policy discussions, recorded in the Board Meeting minutes to date, in the order they were created. These were then organized into categories as outlined below. Board members then reviewed and refined each policy, and created new policies where deemed necessary. The policies were then re-numbered and formatted for consistency, and adopted by the Board on February 14<sup>th</sup> 2017.

The Board recognizes that policy gaps still exist, and new policies should be added whenever needed.

### Contents

Adding or Amending Policies .....	2
1. Governance Policies .....	3
2. Financial Policies .....	8
3. Fundraising Policies.....	9
4. The HUB Use and Rentals Policies.....	10
5. Events and Programs Policies .....	11
6. Volunteer Policies .....	11
APPENDICES .....	13

## Adding or Amending Policies

This Manual should be reviewed annually by the Board, and amended, updated or expanded as appropriate. The Board may add or change policies by a motion at any Board meeting where a quorum of Directors is present. Motions must pass by consensus, as defined in the Governance Policy. Any CSAA member may recommend a policy change to the Board by submitting it in writing to a Board member or the Executive Director.

### Amending a Policy:

- a) Add **REPEALED AND REPLACED BY POLICY # ( )** at the beginning of the original policy, and shade the original. [Do NOT delete old policies. They are valuable to help readers understand the progression of thought.]
- b) Insert the amended policy below the original and renumber with a sub-letter.
- c) Add the date (mo/day/year) the amendment was approved by the Board in the right hand column.

Example:

1.9	<b>REPEALED AND REPLACED BY POLICY # (1.9 a )</b> <b>Membership</b> Effective January 1, 2015 the first \$20 monetary donation covers membership for all adults in the household for the year.	01/17/17
1.9 a	<b>Membership</b> The first \$30 monetary donation covers membership for all adults in that household for the year. It is the responsibility of the member/donor to provide the names of all adults to which the membership should be granted.	(date change was approved)

### Adding a Policy:

- a) Add the new policy after the last policy in the appropriate section
- b) Assign it the next number in the sequence.
- c) Write the date (mo/day/year) it was approved by the Board in the right hand column.

Example:

1.12	<b>Outgoing President</b> Presidents serving an entire term (2 years or more in office and finishing on honourable terms shall be celebrated with a frosty beverage of their choice at Fleetwood Park within 2 weeks of completing their term.	01/17/17
------	---	----------

**Just kidding!** Who says policies can't be fun??

## 1. Governance Policies

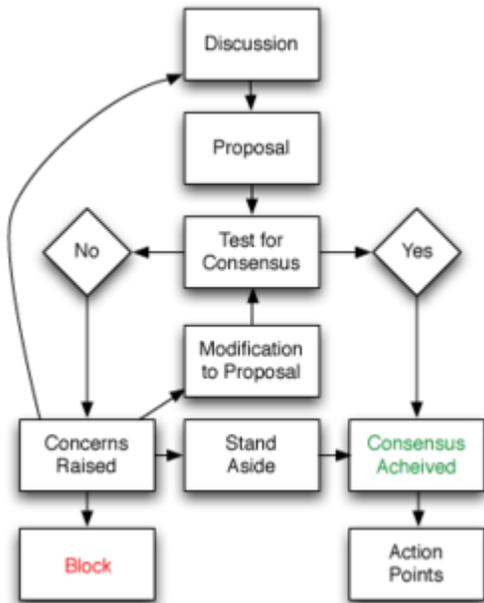
Policy #		Approved
1.1	<p><b>Media Liaison</b> One person shall be appointed “media liaison” for the organization by the current Board. This person will be available for media to contact at any time and to oversee media communications from other CSAA volunteers as needed.</p>	01/17/17
1.2	<p><b>Signing Authority</b> Unless otherwise appointed by the Board, the people holding the following positions are the only people authorized to sign contracts, cheques, or other official documents on behalf of the Board:</p> <ul style="list-style-type: none"> <li>• Executive Director</li> <li>• President</li> <li>• Vice President</li> <li>• Treasurer</li> <li>• Secretary</li> </ul>	01/17/17
1.3	<p><b>Code of Conduct</b> Conduct Guidelines for the organization should be reviewed and approved annually as the Board deems appropriate.</p> <p>Under the Code of Conduct dated January 2017, the CSAA will seek to provide a working environment that demonstrates a commitment to the well-being and fair treatment of all staff, and volunteers, including directors.</p> <p><i>Individual Conduct Guidelines:</i></p> <ul style="list-style-type: none"> <li>Seek first to understand and then be understood.</li> <li>Practice collective problem solving.</li> <li>Assume others have good motives. Refrain from gossip.</li> <li>Support and have confidence in other volunteers, particularly to take on leadership and responsibilities.</li> <li>Actively co-operate - offer help without being asked.</li> <li>Choose positivity, well-being and light-heartedness.</li> </ul> <p><i>Meeting Guidelines:</i></p> <ul style="list-style-type: none"> <li>Minimize distractions (stay focused on the discussion at hand)</li> <li>Share discussion time, encourage ideas and thoughts from everyone.</li> <li>Give your undivided attention to person speaking. No interrupting.</li> <li>Listen and consider others’ ideas. Ask genuine questions.</li> <li>Voice opinions coherently and respectfully.</li> <li>Directly address difficult issues calmly and with an open mind.</li> <li>Rely on and restate only that which you know to be true.</li> <li>Keep written records of CSAA decisions and actions.</li> <li>Be prepared – educate yourself on issues and come prepared to discuss.</li> <li>Attempt to reach consensus on major decisions.</li> <li>Fully commit to team decisions and strategies.</li> <li>Start and end on time.</li> <li>Take breaks by consensus.</li> </ul>	01/17/17

1.4	<p><b>Conflict and Dispute Resolution</b></p> <p>The CSAA will resolve any differences arising among volunteers or between volunteer and staff quickly and fairly.</p> <p>Both volunteers and staff should first attempt to solve any problems themselves. Every attempt shall be made for resolution at this level. If either party feels a need for intervention, the matter will be referred to the Volunteer Coordinator or designate, who will assess the situation and mediate a solution.</p> <p>If these steps prove unsuccessful or not suitable, the issue will be brought to the attention of the Executive Director, who will deal with the situation in accordance with the CSAA's policies.</p> <p>If these problems concern the CSAA's Executive Director, the situation will be brought to the attention of the President of the CSAA.</p> <p>Suspension is an option while a resolution is being sought.</p> <p>Termination, voluntary or by dismissal shall be seen as the least desired resolution to a concern, grievance or appeal.</p>	01/17/17
1.5	<p><b>Director Remuneration</b></p> <p>Per the Societies Act and CSAA Constitution, Directors cannot be remunerated for Board work.</p> <p>CSAA's policy on Directors seeking paid work with the organization is:</p> <ul style="list-style-type: none"> <li>• Directors interested in being considered for paid work must declare their interest and absent themselves from any Board decisions on that work.</li> <li>• Directors are welcome to apply for/bid on short term time limited paid work, but must resign from the Board if they accept a long term paid position.</li> <li>• Exemptions may be made for short-term casual work of less than \$1000 per year.</li> </ul>	01/17/17
1.6	<p><b>Annual Reviews</b></p> <p>The Board will review and revise the Annual Calendar of events at the first meeting after the AGM.</p> <p>The Board will review and revise the Policy Manual every January.</p> <p>The Board will conduct strategic planning, governance, and HUB Business Plan reviews as needed.</p>	01/17/17
1.7	<p><b>Record Keeping</b></p> <p>All official documents pertaining to CSAA and The HUB business are to be filed at HUB (hard copies). The filing system is to be maintained by the Executive Director and Board Secretary, including clear instructions to Board members on what and where to file.</p>	01/17/17
1.8	<p><b>Board Decisions by Email</b></p> <p>In all email requests for Board approval:</p> <ul style="list-style-type: none"> <li>• subject line needs to indicate "motion for approval";</li> <li>• email must include a clear motion that can be answered by Directors with "yes" or "no" or "abstain". However, questions and discussion are also welcome;</li> <li>• Directors must "reply all".</li> </ul>	01/17/17

1.9	<p><b>Membership</b> Effective January 1, 2015 the first \$20 monetary donation covers membership for all adults in the household for the year.</p>	01/17/17
	1.9 a) Upon receipt of payment of full membership fee, a member applicant becomes a member.	04/11/17
1.10	<p><b>Contracting</b> All contracts and purchases made on behalf of the CSAA must be made pursuant to the CSAA's approved budget or rules.</p> <p>In all our work, CSAA aims to:</p> <ul style="list-style-type: none"> <li>• be upfront and fair with potential contractors,</li> <li>• ensure best value for our hard-raised money, and</li> <li>• always recognize businesses appropriately for both cash and in-kind contributions</li> </ul> <p>For all contracts or subcontracts of \$1000 or more sourced by the CSAA, we commit to a competitive process of minimum two bids unless exempted by the Board.</p> <p>In situations where a contractor has specialized expertise and steps forward to provide substantial advice and assistance with planning and managing the project we may not tender that part of the project.</p> <p>Our criteria for comparing and selecting bids are:</p> <ul style="list-style-type: none"> <li>• Honesty</li> <li>• Reliability</li> <li>• Experience and record of competency</li> <li>• Supportive of not-for-profits; resourceful regarding cost constraints</li> <li>• Green building/recycling ethic where possible</li> <li>• Willingness and ability to involve and work with volunteers</li> <li>• Competitive pricing or in-kind donations / support.</li> <li>• Preference given to local companies.</li> </ul>	01/17/17
1.11	<p><b>Executive Director Evaluation</b> The Executive Director is entitled to a formal evaluation of his/her performance by the Board of Directors on a regular basis. The evaluation shall be part of the Board's governance work and may be initiated at any time by the Board or at the request of the Executive Director. The evaluation will be carried out by a committee of the Board who shall focus only on established criteria, shall inform the Board of its findings, and shall make recommendations to the Board, if any are required. The template for evaluation follows as Appendix 1, and should be updated as needed.</p>	01/17/17

<p>1.12</p>	<p><b>Consensus Decision-making.</b></p> <p>All directors, staff and volunteers involved in decision-making for any CSAA activity will strive to make decisions by consensus.</p> <p>The goal of consensus is for all members of the group to participate fully in the discussion, and to generate as much agreement as possible that the decision is the best for the group. Each individual's preferences should be voiced so that the group can incorporate all concerns into an emerging consensus proposal. Individual preferences should not, however, obstructively impede the progress of the group.</p> <p>Unanimity is achieved when the full group present consents to a decision. Upon request, if Board members are absent, the matter can be set aside for consideration by the full Board. Giving consent does not necessarily mean that the proposal being considered is one's first choice.</p> <p><b>Dissent options</b></p> <p>When a participant does not support a proposal, s/he does not necessarily need to block it. When a call for consensus on a motion is made, a dissenting delegate has one of three options:</p> <ul style="list-style-type: none"> <li>• <b>Declare reservations:</b> Group members who are willing to let a motion pass but desire to register their concerns with the group may "declare reservations." If there are significant reservations about a motion, the decision-making body may choose to modify or re-word the proposal.</li> <li>• <b>Stand aside:</b> A "stand aside" may be registered by a group member who has a "serious personal disagreement" with a proposal, but is willing to let the motion pass. Efforts should be made to address the concerns of group members standing aside and modify the proposal to reach stronger agreement. Stand asides may also be registered by users who feel they are incapable of adequately understanding or participating in the proposal.</li> <li>• <b>Object:</b> Any group member may "object" to a proposal which is considered a 'block'. Blocks should only be used when a member feels a proposal endangers the organization or its participants, or violates the mission of the organization.</li> </ul> <p>In any situation where a group member blocks the decision, the decision must be deferred to a future meeting to allow more time for participants to discuss further and seek agreement. It is the responsibility of the blocking part(ies) to supply an alternative proposal and/or a process for generating one.</p> <p>If unanimity still cannot be reached at the following meeting, and those objecting are not comfortable standing aside, CSAA's threshold for consensus is unanimity minus two votes (excluding any who stand aside)</p> <p>If a person moves to block more than 3 decisions within any of CSAAs committees or the</p>	<p>04/11/17</p>
-------------	---	-----------------

Board, within the term of that Board, it should be taken as an indication that the member's goals and/or values are not well aligned with the organization, or that they are not trying adequately to resolve differences. This is grounds for terminating that person's participation in future decisions of CSAA.



(With thanks for guidance from Tim Hartnett PhD, <http://www.consensusdecisionmaking.org/> and Wikipedia, [https://en.wikipedia.org/wiki/Consensus\\_decision-making#Near-unanimous\\_consensus](https://en.wikipedia.org/wiki/Consensus_decision-making#Near-unanimous_consensus) )

## 2. Financial Policies

Policy #		Approved
2.1	<p><b>Signing Authority</b>            Signing authority at Bank to be as per the Societies Act, and will be three persons appointed by the Board Executive. Two signatures are required on cheques. Co-signer on any cheque cannot be the payee.</p>	01/17/2017
2.2	<p><b>Spending limit</b>            Maximum spending authority limit without board approval is \$1000, providing the expenditure is within a previously approved budget line, and under the authority of the person making the purchase.</p>	01/17/2017
2.3	<p><b>Restricted Funds</b>            CSAA to maintain internally restricted funds of \$24,000 for building and land upgrades, for up to 5 years.</p>	01/17/2017
2.4	<p><b>Tax Receipts</b>            Tax receipts will be automatically issued for donations over \$20, otherwise will be issued if asked.</p>	01/17/2017
2.5	<p><b>Expenses</b>            a) Expenses must be preapproved.            b) Original copies of receipts must be submitted for each expense being claimed for reimbursement. Include what the item was for, what budget line item if known, and your name.            c) Receipts are to be submitted to Treasurer and/or Executive Director.</p>	01/17/2017
2.6	<p><b>Money Transactions</b>            At every event or where money transactions occur, two different people will account for cash before and after event, and sign a tally.</p>	01/17/2017
2.7	<p><b>Transportation Expenses</b>            CSAA approved projects where extra transportation may be required will need to include in that budget funds to reimburse the use of a volunteer's personal vehicle. January 2015 rate to be \$.50/km; rate to be reviewed annually.</p>	01/17/2017
2.8	<p><b>Reconciling Accounts</b>            The Executive Director will monitor the CSAA's accounts and will regularly provide the Treasurer with a reconciliation of all bank/investment accounts, and show that the balances presented on our financial reports agree with the records of the financial institution</p>	01/17/2017
2.9	<p><b>Contract/Purchase Not Part of Approved Budget</b>            The Board of Directors must authorize any contract and purchase which does not conform to the CSAA's approved budget</p>	01/17/2017

2.10	<b>Disbursements</b> All disbursements must be made by cheque. This allows us to track how funds are spent, who is spending, and who is authorizing expenditures.	01/17/2017
2.11	<b>Depositing funds</b> All funds, whether cash or cheque, which the CSAA receives will be deposited intact into the bank account, with no monies removed to make payments of for other purposes. All cash receipts should be deposited into the bank as soon as possible. This allows for a complete accounting and independent verification of what happens to funds.	01/17/2017

### 3. Fundraising Policies

Policy #		Approved
3.1	<b>Thank You's</b> Thank you cards will be sent to all donors, signed by members of the current Board of Directors	01/17/17
3.2	<b>Naming Rights</b> The CSAA does not offer 'naming rights' in exchange for donations	01/17/17

3.3 **Capital Project Sponsor Recognition Plan**  
The CSAA offers the following HUB Capital Project Sponsor Recognition Plan:

Supporter Level	Contribution	Value		Recognition and Benefits
Friend	\$500 or more in products, services or cash toward the HUB Renovation Project.	\$500	Up	Your business name permanently etched in a gratitude display at The HUB. Higher level donors will be recognized with higher prominence in this display; your business card shown in our next CSAA newsletter; a charitable receipt for donations of cash or materials.
Business Partner	\$1000 or more in materials, services or cash toward the HUB Renovation Project	\$1K	Up	Above plus your name or logo on our outdoor sponsor appreciation sign which will be visible from busy Koksilah Road for the duration of renovations. Logos will be shown to relative scale.
Green Team	Specific products, services or cash to assist with the HUB's healthy green upgrades (e.g. windows, HVAC equipment, insulation, clean energy systems, installation services, etc).	\$3K	Up	Above plus your logo on an attractive educational plaque describing the environmental or health benefit(s) that your company helped us achieve. These plaques will be part of a self-guided tour of the HUB's green success story, open to the public and your potential customers for at least 5 years.
Event Sponsors	Donate cash or equipment to enable one of our many Fundraising Events	Varies	Varies	Your logo on the event poster, and recognition from the stage/mic when possible.
All	Get involved!	-	-	We will work hard to ensure you get recognized through word of mouth and/or media for your contributions. You will also be welcome to tour potential customers through the facility to show off any products and services you contributed. Make the HUB your own through your involvement.

3.4	<b>Restricted Donations</b> Any communication from donors that establish restrictions on the use of their contribution will be saved. If the CSAA believes that a donor has restricted the use of funds in a conversation, CSAA will follow up and get written confirmation of the donor's intent.	01/17/17
3.5	<b>Third Party Fundraising</b> Policy on third party fundraising is attached as Appendix 2	01/17/17

#### 4. The HUB Use and Rentals Policies

Policy #		Approved
4.1	<b>Equipment Rentals</b> CSAA tables and chairs will not be rented outside of HUB due to potential damage and extra work load on volunteers	01/17/17
4.2	<b>Sub-Leases</b> As per the lease signed by and between CSAA and School District 79 (Cowichan) for The HUB, SD79 must approve any tenant sub-leases	01/17/17
4.3	<b>Rental Agreement</b> Renters are subject to all policies and procedures as set out in most recent version of HUB Rental Agreement. A copy of the up to date rental agreement will be available for review on the CSAA website.	01/17/17
4.4	<b>CSAA Use of The HUB</b> For the purpose of events, CSAA should treat the HUB as a rental space and leave the space in as good condition as when they found it	01/17/17
4.5	<b>Smoking Areas</b> There are no designated smoking areas at The HUB. The Executive Director may use their discretion to assign temporary smoking areas and procedures as appropriate.	01/17/17
4.6	<b>Activities Restricted to Gym Space</b> For the protection of our community spaces, and the respect of those using adjacent rooms, any activities, in house or rentals, which involve jumping around, bouncing off walls, bouncing balls, dancing, loud noise events should be allocated to the gym space, where possible.	01/17/17

4.7	<p><b>Rental Price Updates</b></p> <p>Rental prices will be updated in September of every year. Notice shall be given to existing renters in the form of a written notice of new prices posted in the rental room at least 3 months in advance of changes.</p>	01/17/17
-----	--	----------

## 5. Events and Programs Policies

Policy #		Approved
5.1	<p><b>Inclusive Nature of CSAA-run Activities</b></p> <p>Consistent with CSAA's mandate, all CSAA-run activities held at The HUB are to be non-denominational and inclusive.</p>	01/17/17
5.2	<p><b>Cost-Recovery</b></p> <p>All events hosted by CSAA held at the HUB will be at a minimum of cost recovery</p>	01/17/17
5.3	<p><b>Good Neighbours</b></p> <p>The HUB's immediate neighbours are to be advised whenever there are potential impacts on their peace or property. This particularly pertains to CSAA programs or events, with direct contact at least one week prior to the event.</p>	01/17/17
5.4	<p><b>Event Planning Approval</b></p> <p>Event plan and proposal will include an event outline, number of people required and budget, to be approved by Board before event proceeds</p>	01/17/17
5.5	<p><b>Event Publicity</b></p> <p>Publicity (ie posters, flyers) of CSAA sponsored events to be vetted and approved by the Executive Director or appointed Media Liaison before release.</p>	01/17/17
5.6	<p><b>Volunteers – Free Admission</b></p> <p>Event volunteers will be offered free admission at the discretion of the event team. Volunteers who work four (4) hours or more should be fed.</p>	01/17/17
5.7	<p><b>Rental Policy – CSAA</b></p> <p>Other than payment, CSAA will follow all requirements as per the Rentals policy</p>	01/17/17

## 6. Volunteer Policies

Policy #		Approved
6.1	<p><b>Program Volunteer Leaders</b></p> <p>Consistent with CSAA's mandate, volunteers who lead CSAA events and/or programs must ensure those activities are non-denominational and inclusive.</p>	01/17/17

6.2	<p><b>Volunteer and Director Insurance</b></p> <p>The CSAA shall purchase and maintain insurance to cover volunteers up to age 70, including Directors liability insurance. (Insurance is not available for volunteers over 70)</p>	01/17/17
6.3	<p><b>RCMP Record Checks</b></p> <p>i) All elected directors are to have record checks done, including vulnerable peoples check  ii) All volunteers working with finances or working with children or vulnerable people are required to have record checks done; the latter include the vulnerable peoples check</p>	01/17/17
6.4	<p><b>Additional Mileage Reimbursement</b></p> <p>CSAA approved projects where extra transportation may be required should include in that budget funds to reimburse use of a volunteer’s personal vehicle. Jan 2017 rate to be \$.50/km; rate to be reviewed annually</p>	01/17/17
6.5	<p><b>New Volunteers</b></p> <p>New Volunteers will be made aware of the Code of Conduct and its location on the CSAA website under the Governance Policy.</p>	01/17/17
6.6	<p><b>Dispute Resolution Policy</b></p> <p>The Dispute Resolution Policy and its procedures for volunteers and board members is located within the Governance Policy.</p>	01/17/17

## APPENDICES

### APPENDIX 1

#### Template for Executive Director Evaluation, 2016

#### Cowichan Station Area Association

#### Executive Director Evaluation

**Date Completed:**

**Evaluation Committee Members:**

**Summary of Responses:**

**# Board/Volunteer surveys completed:**

**# Staff/Contractor surveys completed:**

**# Renter surveys completed:**

**# Other surveys completed:**

ITEM	EXCELLENT	GOOD	WORK ON THIS	Not Sure /NA	Comments
<b>Leadership Attributes</b>					
Integrity and honesty –avoids saying one thing and doing another; follow through on promises and commitments; leads by example, consistent with the organization’s core values.					
Is trusted by staff, volunteers, and stakeholder groups.					
Practices self-development – makes constructive efforts to change and improve based on feedback from others; seeks feedback and development opportunities actively; models a culture of learning.					
Inspires and motivates staff and volunteers – energizes people to stretch and reach goals; inspires commitment, high energy and a winning attitude.					
Develops others – gives individuals an appropriate balance of positive and corrective performance					

feedback; supports others' growth and success.					
Identifies and seeks to solve underlying causes of challenges.					
<b>Professional Skills</b>					
Entrepreneurial – promotes the organization in a positive manner that gets the results defined in the strategic plan.					
Innovative –generates creative, resourceful solutions to problems; creates an environment that encourages innovation.					
Financial Competency –uses sound financial management systems to assist competently in the managing of finances for the good of the organization as per the direction of the Treasurer.					
Governance Leadership– helps ensure objectives are realized, resources are well managed, important relationships are nurtured, and interests of stakeholders are reflected in decisions; works with the Board to strengthen good governance practices for the organization.					
Program Management –provides clear communication and solid coaching to staff and volunteers that enable them to meet program goals while supporting the overall goals of the organization.					
<b>Interpersonal Strengths</b>					
Is trusted by community, volunteers, staff, renters, etc.					
Balances concern for productivity and results with sensitivity for volunteer/staff and community needs.					
Is approachable and friendly.					
Handles difficult situations constructively and tactfully.					

Adaptable - follows through effectively when new directions or procedures are introduced.					
Shares vital information and knowledge appropriately.					
<b>Representing the Organization</b>					
Believes in and models the organization's values.					
Showcases skills of volunteers of the organization					
Represents the organization positively.					
Tells the CSAA story well.					

**GENERAL COMMENTS**

1. In your opinion, please describe the two most important areas of focus for the ED for the next year
  
2. Please describe one thing that the ED could do over the next year that would make a significant difference to the success of the organization (this should be different from items in the first question).
  
3. Please share any other constructive feedback that you feel is important.

## **Cowichan Station Area Association**

### **Guidance and Policies for Third-Party Fundraising Events**

Third-party fundraising events are fundraisers that benefit the Cowichan Station Area Association (CSAA), but are coordinated and executed by individuals or organizations independent from CSAA. Many events result in significant financial contributions to CSAA to directly support the restoration and operation of our local community space, the HUB at Cowichan Station.

Individuals, groups, small businesses and corporations interested in sponsoring a fund-raising event to benefit CSAA in whole or in part are encouraged to contact us at [info@cowichanstation.org](mailto:info@cowichanstation.org) for more information. Opportunities also include providing volunteer or sponsorship support for existing events and sponsoring new events. We're excited to work with you! These guidelines are needed however to ensure that people and volunteers clearly understand how much of their donation is going to CSAA and for what purpose.

Please contact the CSAA Chair of the Fundraising Committee for more information.

#### **Introduction: Getting Started**

##### **What kind of event should you host?**

Any (legal) event or activity to support the CSAA is appreciated, and almost any type of event can work, so pick an event that you'll enjoy. Aim for events with the following characteristics:

1. Fun and/or educational community-building events that will resonate with some sector of the Cowichan Station community.
2. Events with a low overhead: return ratio (i.e. best bang for the buck). Try to keep your expenses below 15% of the expected income.
3. Events that make it easy for volunteers to help you. CSAA cannot provide staff support to any third-party fundraising event.
4. Events that help spread the story of the HUB and encourage others to get involved. Events that attract media or word-of-mouth story-telling are a bonus!

##### **Sample Event Ideas:**

- Hosting a farm-gate produce stand or garage sale
- Throwing a dinner party for friends or neighbours featuring Cowichan Station grown food
- Organizing a local home/garden or winery tour with a stop at the HUB
- Organizing a golf or sports tournament, possibly using the HUB sports facilities

##### **Where does the money go?**

All of the revenue from third-party fundraising events will go to the CSAA Operations and/or the HUB at Cowichan Station Capital Fund, targeting the restoration and renovation of the former Cowichan Station Elementary School to

provide a thriving community centre for decades to come. The use of the funds should be discussed with CSAA before the event to determine where funds are most needed at that time.

### **Is there a minimum donation amount?**

Donations of any amount are appreciated, and you may choose to donate all the net revenue from your event, or only a percentage. However, the percentage of the total proceeds that will be donated to CSAA must be made clear to your guests /participants from the outset. (See below.)

## **CSAA Third-Party Fundraising Event: Policies and Procedures**

### **Third-Party Fundraising Policies: (i.e. What CSAA can and can't do)**

CSAA does not endorse any products or protocols.

CSAA reserves the right to decline association with any event or organization for any reason, including its belief that such an association may have a negative effect on the credibility and/or reputation of CSAA.

CSAA cannot make any investment, pay for, or reimburse any expenses incurred as a result of a third-party event. This means that the third-party event coordinator/event must pay all expenses prior to remitting the net revenue to CSAA.

CSAA is not responsible for any financial loss and may withdraw support of the third-party event should any activity be discovered that undermines CSAA's mission or reputation.

CSAA has the right not to participate in your event and does not assume any legal or financial liability for your event.

CSAA must approve, prior to printing and distribution, any use of its name, logo and/or information about the HUB at Cowichan Station or any other CSAA project.

### **Third-Party Fundraising Procedures (What Event Coordinators can, can't or must do)**

The third-party event coordinator should contact CSAA six to eight weeks prior to the event date to seek approval to partner with CSAA in this way and make arrangements.

Third-party events must be promoted and conducted in a manner that avoids the appearance of CSAA endorsing any product, firm, organization, or service.

The CSAA logo should be appropriately used in conjunction with such an event, and may not be altered in any way. Ask the Chair of Fundraising for a digital copy. Use of the logo is for the agreed upon event only and should not be kept on file after the event.

If you are going to seek donations of goods or services to support your event (e.g. food, poster printing, etc.), solicitations for these in-kind donations must be coordinated with the CSAA Fundraising Committee before requests are made to ensure that CSAA maintains good relationships with our local business community. The Fundraising Committee coordinates all requests for in-kind support in an effort to not over-burden any business with multiple requests for support.

The third-party event coordinator may choose the amount of the donation to be made to CSAA (e.g. a percentage of, all net revenue, all net profits); however, a vague disclosure indicating CSAA will receive “proceeds,” “profits,” or “net proceeds” is insufficient. By direction from the Canada Revenue Agency, your communications must be specific in this regard. (e.g. \$10/ticket or 80% of silent auction sales will be donated to CSAA)

Your donation should be sent to CSAA at 2375 Koksilah Rd Duncan BC V9L 6M5 within 30 days of the event along with a summary of total revenues/profits, and the portion allocated to CSAA as per the agreement.

**THANK YOU!!**

---

This document was developed using information and guidance contained in the following sources:

Charity Village: <http://www.charityvillage.com/cv/archive/afundqa/afundqa11/afundqa1103.asp>

Y-ME National Breast Cancer Organization: <http://www.y-me.org/get-involved/events/third-party-events>

Canada Revenue Agency: <http://www.cra-arc.gc.ca/chrts-gvng/chrts/plcy/cps/cps-028-ddn-eng.html>