

Risk Management Plan for Wintergreen Studios

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WINTERGREEN

STUDIOS



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Risk Management Plan for Wintergreen Studios

Risk Management Philosophy

Wintergreen Studios aspires to operate in a way that protects the health, safety and security of guests, staff members and volunteers while pursuing the organization's mission and safeguarding assets needed for mission-critical programs and activities.

Risk Management Goals

The safety of personnel receiving or engaged in delivering services sponsored by Wintergreen Studios shall at all times be regarded as a top priority and this emphasis shall be communicated throughout the organization in order to ensure its understanding.

General Safety Principles

Wintergreen Studios seeks to involve appropriate personnel, whether board or staff, at all levels of the organization in identifying risks and creating practical strategies in order to make certain that the organization's approach to risk management considers diverse perspectives and that staff understand their responsibility to protect the confidentiality of our guests, the safety and security of our facilities, the integrity our reputation, the preservation and future growth of assets as well as the fulfillment of our mission.

Responsibility for Risk Management

Board of Directors

- Sets risk management goals, adopts annual operating objectives and budget with risk management included.
- Adopts annual capital budget with risk management in mind.
- Reviews operational reports to determine compliance and future priorities.
- Ensures compliance with policies and standards imposed by national organizations or accrediting organizations.
- Adopts and establishes policies and standards.
- Reviews the organization's insurance program periodically.
- Reviews the organization's risk management plan annually.

Executive Director or CEO

- Assigns staff to design and carry out safety and risk management activities.
- Assigns staff to perform annual review of the safety and risk management activities.
- Executes contracts for the organization.
- Keeps the board apprised of emerging threats and opportunities facing the organization.

Governance Structure

Articles of Incorporation

Wintergreen Studios was incorporated in the province of Ontario on September 10, 2007, with the Ontario Corporation Number 1740722. The articles of incorporation were last reviewed by legal counsel in September, 2016, to ensure compliance with provincial laws.

Board representatives reviewed the articles for compliance with the current mission and purpose of the organization in September, 2015. The Board and legal counsel will review the articles of incorporation every three years to maintain its currency and legality.

Bylaws

The bylaws were originally filed and approved by the province of Ontario in September, 2007, with amendments in March, 2008 and September, 2010. The bylaws were reviewed by legal counsel in September 2007 to ensure compliance with national, provincial, and local laws. The Board reviews the bylaws annually and proposes amendments as needed. Every member of the board receives a current copy of the bylaws when they join the board and whenever the bylaws are amended.

Indemnification

Legal counsel reviewed the indemnification provision for compliance with provincial laws on September 10, 2007. The indemnification provision is funded by a Directors' & Officers' liability insurance policy underwritten by Aviva Canada Inc., under policy number #S1640462, with a one-year annual renewal term from March 1 to February 28 each year. The policy limit of liability is \$2,000,000 with no deductible.

Conflict of Interest Policy

Board members are required to disclose any conflict of interest, that is, where there is the potential to favour personal interests, or those of other people, over the interests of the organization. In other words, directors must put aside the interests of individual members, donors or other people or organizations when making decisions. They must also put aside the interests of their family, friends, creditors, or a political party they might be associated with. Directors are expected to take reasonable steps to avoid a conflict of interest situation. If a potential conflict of interest arises, the director must disclose that conflict either verbally at a meeting of the board or in writing. In either case, the conflict of interest is noted in the minutes of the board. Depending on the nature and extent of the conflict of interest, the board member may be permitted to engage in discussion and not vote, or may be required to recuse himself/herself from any discussions and decisions that involve the disclosed conflict.

Board Operations

Wintergreen Studios has adopted a Board Manual containing the key policies and expectations of the board. The Manual is reviewed every two years by the Executive Committee of the board and updates are made on an as-needed basis.

Board Orientation

To ensure that the members of the Board of Wintergreen Studios are properly trained and prepared for their service, the organization conducts a board orientation training for all board members on an annual basis. The experienced board members share their insights and coach the new members in fulfilling their board duties.

Board Development

The board of Wintergreen Studios is dedicated to improving the skill and knowledge of its members by continually educating the members on the legal, financial, and operational aspects of governing Wintergreen Studios. The board will allocate time every two years to increase its governance knowledge.

Board Recruitment and Nomination

Wintergreen Studios strives to have a diverse and qualified board with people who bring the skills, qualities, and expertise needed to lead and govern the organization in accomplishing its mission.

Board Minutes

Wintergreen Studios recognizes the importance of recording accurate and contemporaneous minutes of board meetings and minutes of committees that are authorized to act on the board's behalf, and each board member is aware of his/her responsibility for ensuring the accuracy of the minutes. The minutes are maintained by the Secretary-Treasurer in a separate binder to preserve their integrity as well as in electronic form. Electronic minutes are maintained by the Secretary-Treasurer, and shared with all members of the Board.

Risk Financing Strategy

To safeguard the assets and resources of Wintergreen Studios, the organization will purchase insurance for those insurable risks of major importance to mission-critical operations and the financial health of the organization. It is the executive director's responsibility to oversee the organization's insurance program and provide an annual insurance report to the board, generally at the March Regular Meeting of the Board.

Anti-Harassment Policies and Procedures

Principles of safety, equity, and anti-harassment appear throughout the Risk Management Plan and throughout all of the manuals prepared by Wintergreen Studios. For example, the staff code of conduct addresses safety, equity, and anti-harassment, as does the Volunteer Handbook. However, in this section we emphasize our commitment to these principles by listing our policies and procedures separately. These policies and procedures have been adapted from the Canadian Human Rights Commission.

Policy Statement

Wintergreen Studios is committed to fostering a harassment-free workplace where all employees, volunteers, and guests to Wintergreen are treated with respect and dignity. The Canadian Human Rights Act protects employees, volunteers, and guests from harassment based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability or pardoned conviction. Harassment at Wintergreen Studios is not tolerated. Employees or volunteers who are found to have harassed another individual may be subject to disciplinary action. This includes any employee or volunteer who: interferes with the resolution of a harassment complaint; retaliates against an individual for filing a harassment complaint; or files an unfounded harassment complaint intended to cause harm.

Application

This policy applies to all current employees and volunteers of Wintergreen Studios, including full and part-time, casual, contract, permanent and temporary employees. This policy also applies to job applicants. This policy applies to all behaviour that is in some way connected to work, including during off-site meetings, training and on business trips.

Definitions

Harassment is:

- offending or humiliating someone physically or verbally;
- threatening or intimidating someone; or
- making unwelcome jokes or comments about someone's race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability or pardoned conviction.

Sexual harassment is:

- offensive or humiliating behaviour that is related to a person's sex;
- behaviour of a sexual nature that creates an intimidating, unwelcome, hostile or offensive work environment; or
- behaviour of a sexual nature that could reasonably be thought to put sexual conditions on a person's job or employment opportunities.

Responsibilities and Expectations

Wintergreen Studios is responsible for:

- providing all employees with a harassment-free workplace.

The Board Chair is responsible for:

- ensuring that this policy is applied in a timely, consistent and confidential manner;
- determining whether or not allegations of harassment are substantiated; and
- determining what corrective action is appropriate where a harassment complaint has been substantiated.

The Executive Director is responsible for:

- the administration of this policy;
- reviewing this policy annually, or as required; and
- making necessary adjustments to ensure that this policy meets the needs of the organization.

Supervisors are responsible for:

- fostering a harassment-free work environment and setting an example of appropriate workplace behaviour;
- communicating the process for investigating and resolving harassment complaints made by employees;
- dealing with harassment situations immediately upon becoming aware of them, whether or not a harassment complaint has been made;
- taking appropriate action during a harassment investigation, including separating the parties to the harassment complaint, when appropriate; and
- ensuring harassment situations are dealt with in a sensitive and confidential manner.

Employees are responsible for:

- treating others with respect in the workplace;
- reporting harassment to the Executive Director;
- cooperating with a harassment investigation and respecting the confidentiality related to the investigation process;

Employees can expect:

- to be treated with respect in the workplace;
- that reported harassment will be dealt with in a timely, confidential and effective manner;
- to have their rights to a fair process and to confidentiality respected during a harassment investigation; and
- to be protected against retaliation for reporting harassment or cooperating with a harassment investigation.

Procedures for Addressing a Harassment Complaint

Filing a Complaint

An employee may file a harassment complaint by contacting the Executive Director. The complaint may be verbal or in writing. If the complaint is made verbally, the Executive Director will record the details provided by the employee. The Executive Director will inform the Board Chair of any harassment complaints.

The employee should be prepared to provide details such as what happened; when it happened; where it happened; how often and who else was present (if applicable).

Complaints should be made as soon as possible but no later than within one year of the last incident of perceived harassment, unless there are circumstances that prevented the employee from doing so.

The Executive Director will tell the person against whom the harassment complaint has been made, in writing, that such a complaint has been filed. The letter will also provide details of the allegations that have been made against him or her.

Every effort will be made to resolve harassment complaints within 10 days. The Board Chair will advise both parties of the reasons why, if this is not possible.

If either party to a harassment complaint believes that the complaint is not being handled in accordance with this policy, he or she should contact the Board Chair.

Mediation

Wherever appropriate and possible, the parties to the harassment complaint will be offered mediation prior to proceeding with a harassment investigation.

Mediation is voluntary and confidential. It is intended to assist the parties to arrive at a mutually acceptable resolution to the harassment complaint. The mediator will be a neutral person, agreed upon by both parties. The mediator will not be involved in investigating the complaint. Each party to the complaint has the right to be accompanied and assisted during mediation sessions by a person of their choosing.

Investigation

If mediation is inappropriate or does not resolve the issue, a harassment investigation will be conducted. All investigations will be handled by an individual who has the necessary training and experience. In some cases, an external consultant may be engaged for this purpose. The investigator will interview the complainant, the accused and any witnesses who have been identified. All those interviewed will have the right to review their statements, as recorded by the investigator, to ensure their accuracy.

The investigator will prepare a report that will include:

- a description of the allegations;
- the response of the person the complaint was made against;
- a summary of information learned from witnesses (if applicable); and
- a decision about whether, on a balance of probabilities, harassment did occur.

This report will be submitted to the Board Chair. Both parties to the complaint will be given a copy.

Substantiated Complaint

If a harassment complaint is substantiated, the Board Chair will decide what action is appropriate. Remedies for the employee who was harassed may include: an oral or written

apology; compensation for lost wages; compensation for any lost employment benefits such as sick leave; and compensation for hurt feelings. Corrective action for the employee found to have engaged in harassment may include: a reprimand; a suspension; a transfer; a demotion; and/or dismissal. Both parties to the complaint will be advised, in writing, of the decision.

Other Redress

An employee who is not satisfied with the outcome of the harassment complaint process may file a discrimination complaint with the Ontario Human Rights Commission.

Privacy and Confidentiality

All parties to a harassment complaint are expected to respect the privacy and confidentiality of all other parties involved and to limit the discussion of a harassment complaint to those that need to know. Wintergreen Studios, and all individuals involved in the harassment complaint process, will protect personal information.

Review

Wintergreen Studios will review this policy and procedures on an annual basis, or as required, and will make necessary adjustments to ensure that it meets the needs of all employees.

Enquiries

Enquiries about this policy and related procedures can be made to the Executive Director.

Human Resources

Written Employment Policies

Wintergreen Studios believes that written employment policies are an essential risk management tool. The organization has compiled its key employment policies in a document titled Wintergreen Operations Manual. This manual is updated every two years.

Communications Regarding Employment Policies

All new policies are communicated in writing to staff through the use of memos and other appropriate policy documents. In addition, new policies are incorporated in the policy manual when that manual is updated periodically.

Position Descriptions

Wintergreen Studios has developed job descriptions for all paid and volunteer positions in the organization. These documents are finalized before the recruitment process begins and used during interviews with prospective candidates to ensure the candidate is able to perform all the duties listed. The positions' essential functions are listed.

Employee Orientation

The Executive Director at Wintergreen Studios is responsible for conducting an

orientation session for all new employees and volunteers on the first day of employment. During this session key provisions of the Wintergreen Handbook are discussed, the employee is asked to provide any additional information necessary for benefits enrollment, and the employee is encouraged to ask questions about any aspect of employment policy or operations. Employees are also introduced to other staff and provided with an overview of equipment and systems they will be required to use.

Staff Supervision

Wintergreen Studios views effective staff supervision as an essential component of risk management. Supervisory staff are expected to communicate their expectations of direct reports clearly and consistently and hold employees accountable with regard to key tasks and responsibility and compliance with the organization's employment policies. All employees are encouraged to raise concerns or questions about work priorities and assignments with their direct supervisor.

Performance Appraisal Process

Wintergreen Studios requires annual reviews for all employees. Supervisors are responsible for scheduling review meetings and completing the Performance Review form. Goal setting is part of this process.

Programs and Services

Staff Code of Conduct

Staff sign the following code of conduct:

I understand that my active participation in Wintergreen Studios is important to the success of my involvement and the organization's efforts. Therefore, I agree to abide by the following rules for my participation.

- I understand that my consistent participation is important and I will honor my time and service commitment.
- I will respect the rights, dignity and worth of all people involved within the program. I will be a positive role model for the guests with whom I have contact.
- I understand that the relationship between the guests and me is important and I will not include other people in our activities, including members of the guests' or my family.
- I understand that my role as a volunteer (or employee) is a matter of trust and will not pursue any activities with the guest(s) outside the confines of the organization's program.
- I understand that I may learn personal information about others that I will keep confidential.
- I will not engage in activities that pose a serious risk of injury to myself and others, including but not limited to, use of alcohol or drugs (illegal or that impair my ability to perform my duties), or smoking in the presence of guests.

- I will refrain from any form of personal abuse towards others, including verbal, physical and emotional abuse.
- I will not engage in any inappropriate contact or relationship with a guest or other participant of the organization's programs.
- I will be alert to any form of abuse from other sources directed toward guests.
- I will neither arrange, nor participate in, any prohibited activities without express permission from the organization.
- I will inform the guest's family of any activity plans and obtain their approval as needed.
- I will not buy gifts or give money to any guest. When in doubt of the appropriateness of a modest gift, I will check with the organization.
- I will maintain regular contact with my supervisor by responding promptly to any calls, letters, or other means of communication. I also understand that the organization may request a meeting to discuss my participation and I will respond promptly.
- I understand that if a problem arises between the guest and/or the guest's family or caregiver, I will contact the organization immediately.
- I understand the importance of ending my involvement with the organization properly; therefore I will participate in the organization's exit or termination procedures.
- I agree to follow all established rules and guidelines of the organization.

I have read and agree to abide by the Wintergreen Studios' Code of Conduct. I understand that if I violate this Code of Conduct I will be subject to a range of consequences, up to and including being prohibited from participating in any activities or programs of the organization.

Criminal History Background Checks

It is the policy of our organization to conduct criminal history background checks on all applicants for paid and volunteer positions. The results of these checks are reviewed against the organization's eligibility criteria to determine whether any applicants must be excluded due to the results of the background check.

Emergency Procedures

To ensure the safety of our guests, and staff, Wintergreen Studios has established an emergency action plan. All personnel are responsible for knowing and following the plan, as outlined in the Emergency Handbook, which is posted visibly to all participants. The Emergency Handbook is reviewed annually, and modified on an as-needed basis. Workshop participants who are in the wilderness overnight must provide emergency contact information, and sign a waiver.

Concussion Prevention and Management Policy

Head injuries are unlikely to occur at Wintergreen Studios, but could result from falls that occasionally occur while hiking the trails. This policy defines the responsibilities in concussion prevention and in dealing with any potential concussion injuries.

Concussion can be thought of as a bruised brain. Clinical signs and symptoms immediately post head trauma may include loss of consciousness, confusion, amnesia, disorientation, vomiting, disequilibrium and sensory dysfunction including visual, olfactory and auditory disturbance. Long-term symptoms of concussion may include cognitive deficits and poor concentration, dizziness, balance and coordination problems, recurrent headache, emotional liability, mood disturbance, altered sleep pattern and easy fatigability.

Prevention Responsibilities

“Duty of Care” is a legal principle that identifies the obligations of individuals and organizations to take reasonable measures to care for and protect their participants. Wintergreen Studios has a regular trail maintenance schedule to ensure that trails are maintained to the extent possible, to minimize the likelihood of falls and injury. The individual participant (or parent or guardian of an underaged guest) assumes responsibility for safe trail exploration. It is the individual’s responsibility to judge whether conditions are safe for him or her to navigate the trails, to use appropriate gear (for example, shoes or hiking boots that are designed for wilderness walks) and to conduct himself or herself in a safe manner. Conducting oneself in a safe manner includes staying on the clearly marked trails and bringing a map of trails and boundaries to help navigate.

Responsibilities After an Injury

Wintergreen Studios does not offer direct medical services, but staff are trained in First Aid. Ultimately, the individual is responsible for his or her own health and medical condition. If there is a suspected head trauma, staff will suggest that the individual seek immediate medical attention. In the case that the injured person appears unable to make his or her own decision, staff and/or volunteers who are present must immediately call for emergency medical assistance.

In the event of a head trauma to a child or youth resulting in concussive symptoms, a parent or guardian will be informed and/or paramedics must be called by staff and/or volunteers who are present, based on severity of signs and symptoms.

Wintergreen Studios recommends evaluation by a physician prior to return to activity. However, all medical decisions are strictly a matter for the individual (or parent or guardian).

Financial Management

Financial Responsibilities and Objectives

It is the responsibility of the Board of Directors to formulate financial policies and review the operations and activities of Wintergreen Studios on a periodic basis. The Board delegates this oversight responsibility to the Finance Committee, of which the Treasurer is the Chair. The CEO of the organization acts as the primary fiscal agent, with responsibility for implementing all financial management policies and procedures on a day to day basis. The CEO may delegate to qualified professional staff responsibility for managing various aspects of financial management.

The financial management objectives of Wintergreen Studios are to:

- preserve and protect financial assets needed for mission critical activities;
- exercise appropriate care in the handling of incoming funds and disbursement of outgoing funds;
- strive for transparency and accountability in all fiscal operations.

Budgeting Process

The CEO, CFO and Treasurer (Finance Committee Chair) shall be responsible for developing and presenting to the Finance Committee a proposed budget for the upcoming fiscal year no less than 60 days prior to the beginning of the new fiscal year. The Finance Committee shall review and approve the budget and present it to the board no less than 30 days prior to the beginning of the new fiscal year. The budget shall contain detailed projections for revenues and expenditures as well as cash flows.

Financial Statements

The Financial Committee of the board will review financial statements on a monthly basis and the full board will review the financial statements quarterly. The financial statements will show a comparison of budget to actual revenue and expenses and also a list of grants or funding that is anticipated but not yet received.

Internal Controls

Wintergreen Studios has adopted a number of internal control measures as part of an overall effort to safeguard financial assets. These controls include:

- A policy requiring that all incoming cheques are immediately stamped with a restrictive endorsement indicating "for deposit only"
- A detailed log of all incoming cheques and cash is maintained and reconciled with deposit slips and monthly bank statements
- All cash and cheques are deposited within a week of receipt, and no later than two weeks of receipt

In addition, and to the extent possible given its size and circumstances, the organization strives to segregate the following duties so that a single staff member isn't required to perform two or more of the following incompatible functions:

- Authorizing the purchase of goods and services;
- Preparing a purchase order to purchase goods;
- Receiving goods or validating the performance of services;
- Approving the payment of accounts payable for goods and services received;
- Recording the liability for accounts payable;
- Preparing and signing cheques to pay the respective accounts payable;
- Forwarding payments to the payee.

Audit

It is the policy of Wintergreen Studios to engage the services of a reputable, independent Certified Professional Accountant (CPA) to conduct an annual Notice to Reader of the organization's financial statements. The Notice to Reader is required to be completed within six months of the end of each fiscal year. The CPA is selected by and reports to the organization's Board.

Facility Risks

Facility Needs

Wintergreen Studios seeks to utilize its resources and assets fully in achieving its mission. The prudent use of facilities and resources is required to protect the safety and well-being of all personnel—including staff, volunteers and service recipients—while safeguarding the organization's financial assets.

Facility Design

Wintergreen Studios is committed to providing a safe environment for its guests and staff through the appropriate use of its premises whether owned, leased or borrowed. The organization strives to construct or modify each property to most efficiently and effectively provide services to our guests while meeting all required codes and regulations.

Inspections

To maintain the quality of its facilities and to ensure the safety of our operations, Wintergreen Studios has adopted an inspections schedule and will respond quickly to any deficiencies identified during the inspections. Inspections include:

- KFLA health and safety inspection (twice yearly)
- Off-grid systems inspection (annually)
- Septic inspection (annually)
- Well integrity (monthly)
- Battery check (monthly)

Preventive Maintenance

To protect its property, personnel and guests from harm, Wintergreen Studios will take steps to ensure that the organization complies with manufacturer's recommended guidelines for maintenance and repair of equipment and premises, building codes and safety regulations of all jurisdictions applicable to our facility; and maintains a log of service, repair and replacement.

Facility Rental/Lease Policy

As a facility owner, Wintergreen Studios is committed to providing outside users of its premises with a safe environment. This commitment includes, but is not limited to, meeting building code requirements, making timely repairs, and providing and maintaining appropriate security.

Alcohol Consumption

When alcohol is consumed as part of an event (fund-raiser, dinner concert), the organization will determine if it is necessary to obtain a temporary liquor license and whether its current insurance is sufficient to cover the event.

Technology and Information Management

Wintergreen Studios' information and office technology systems (networks, software, computers, telephones, printers, copiers, etc.) are tools provided to employees and volunteers to enhance productivity and performance on the job. Limited non-business use is permitted when on personal time (e.g. during lunch hour or after work). Regardless of the type of use, employees must not have any expectation of privacy to data, information or files that are created, stored or used on Wintergreen Studios' systems. The executive director or his/her designee reserve the right to access the employee's computer or files at any time. Staff are expected to use good judgment in their use of Wintergreen Studios' information and office technology systems, especially electronic mail. Access to all systems, including electronic mail and the Internet, is a privilege, not a right.

Examples of inappropriate uses of technology include:

- Any violation of law or government regulation
- Any unauthorized access to computer systems or networks
- Any use promoting disrespect for an individual, discrimination, or any use constituting a personal attack, including ethnic jokes or slurs
- Viewing, copying or transmitting material with sexual or profane content
- Transmitting harassing or soliciting messages
- Transmitting unsolicited advertising
- Using copyrighted material without permission or legal rights
- Any use for personal financial gain, or in a manner creating a potential conflict of interest for the employee or Wintergreen Studios
- Defamatory, inflammatory or derogatory statements about individuals, companies or their products
- Any use that constitutes a waste of Wintergreen Studios' resources, including network resources
- Sending or forwarding chain letters
- Any use of network systems for recreational games or other recreational purposes
- Any use that involves corruption or destruction of data, including knowingly launching a virus, worm or other malicious software

The failure to use good judgment or abuse of the organization's policies may result in suspension of privileges or disciplinary action. If any employee discovers he or she has unintentionally violated this policy, that employee should notify his or her supervisor immediately.

Safeguarding Equipment and Systems

To safeguard its office and technology assets, Wintergreen Studios maintains a complete inventory of its electronic equipment and computer and technology systems, including hardware, software, media and data. The inventory process includes documentation of how the networks and systems are configured. Responsibility for maintaining the inventory has been assigned to a regular staff member. The inventory is updated at least quarterly or whenever new equipment, media or software are acquired or discarded. The inventory is stored on-site as well as off-premises.

The organization takes all reasonable steps to protect and safeguard systems and equipment from damage due to power fluctuations, water damage, dust, extreme temperature change and other environmental factors. In addition, the organization guards against threats to due to viruses, worms, malicious software and hackers. The position in the organization responsible for overseeing the security of office systems is the Executive Director. The Executive Director is responsible for efforts to prevent an interruption to the organization's operations due to damage to technology assets, including data. The individual in this position will coordinate the development of appropriate policies and security measures to protect these vital assets.

Due to the nature of our programs, Wintergreen Studios has guest files with confidential information as well as business records that are proprietary. Therefore, it is essential to limit access to certain records to only those personnel whose positions require access. All personnel should use good judgment and common sense in protecting confidential information while in use during business hours. The Executive Director will oversee the creation of a system to limit access to electronic records based on duties and responsibilities in the organization. Access will also be protected through the use of passwords. Access will be modified from time to time as work assignments change. Any employee who intentionally obtains unauthorized access to records shall be subject to discipline, up to and including termination. Any employee who accidentally obtains access to confidential records should inform his or her supervisor immediately.

Systems Backup

Wintergreen Studios understands the importance of maintaining computer operations in order to deliver services and programs. A major tool to mitigate damage to computer systems is to adopt procedures for creating and storing system backups to enable the organization to quickly restore any lost files or systems. Wintergreen Studios uses several cloud storage systems to ensure that all files have been backed up.

Internet Security

Wintergreen Studios is committed to protecting its network and information technology to the greatest extent possible to ensure our ability to provide programs and services to our constituencies. To achieve our objective, the Executive Director is responsible for establishing our security protocols and training all personnel in the proper use of these measures. All

personnel are responsible for following the security guidelines to protect their computers from harm. Staff who fail to abide by these security protocols are subject to discipline up to and including termination of employment or volunteer service with the organization.

Transportation

Only people approved and authorized by Wintergreen Studios are permitted to drive a vehicle on the organization's behalf. Anyone driving on behalf of the organization must be approved. All approved drivers must possess a valid driver's license, acceptable driving record, and adequate personal automobile insurance.

Crisis Management

Emergency Planning

Wintergreen Studios views emergency planning as essential to mission fulfillment. The organization's emergency plans reflect input from key organization personnel. Components of the plan include business continuity, crisis communications and facility evacuation.

Business Continuity Planning Policy

The Business Continuity Plan of Wintergreen Studios will:

- help the organization fulfill its moral responsibility to protect employees, other stakeholders and the community in which we operate
- facilitate compliance with regulatory requirements of federal, provincial and local agencies
- enhance the organization's ability to reduce its financial losses, regulatory fines, damage to equipment or disruption to service delivery in the event of a business interruption
- reduce exposure to civil or criminal liability in the event of an incident
- enhance the organization's image and credibility with employees, guests, funders, vendors and the community.

Internal Distribution Policy for BCP Policies and Procedures

All pertinent policies and procedures needed to ensure that services are provided during a business interruption will be provided electronically to all senior managers on an annual basis. It is up to these managers to educate their respective staffs about their role in supporting the business continuity plan.

Vital Information Backup Policy

Wintergreen Studios has developed backup procedures for protecting and preserving paper-only records and documents; electronic documents and data; and staff status availability and notification, including emergency contact information.

Crisis Communications Policy

In the event of a crisis, Wintergreen Studios has identified

- who is in charge of gathering the facts and crafting the official message (Executive Director)

- who is the official spokesperson and who is the backup in case that person isn't available (Board Chair; Secretary-Treasurer)
- who might need to be contacted (Board, Staff, Volunteers, Recent and Current Guests)
- how they will be contacted (phone, email)
- what backup systems are available if the primary medium is unavailable (communications tree)
- who has copies of staff names and contact information (Executive Director, Program Director)

Volunteer Risks and Risk Management Strategies

Top Risks Relating to Volunteers

Volunteer involuntarily causing harm to guests

Volunteer causing harm to reputation of Wintergreen Studios

Addressing Risks Through Recruitment, Screening, Selection, and Setting Expectations

Details regarding the recruitment of volunteers appear in the Volunteer Kit, available from the Wintergreen website. Some of the pertinent sections are as follows:

Volunteer placement procedures

All volunteers will complete a Volunteer Application Form and review the policies and procedures for information applicable to volunteers, including the Privacy Statement found in the Volunteer Kit. Prospective volunteers are interviewed to determine the best possible placement within Wintergreen. Placement depends on the skills, talents and interests of prospective volunteers, as well as opportunities available at the time of the interview. No volunteer will be placed in a position for which she/he is not comfortable. Volunteers will be able to decline a suggested assignment or request a change at any point during their involvement with Wintergreen.

All volunteers under the age of 18 will be given assignments where an adult supports them. All personal information obtained during the provision of volunteer service will be treated as confidential.

Volunteer rights and responsibilities

Orientation and feedback

All volunteers will receive a job description and an orientation/tour of Wintergreen Studios. Orientation sessions are offered semi-annually, usually in June and September, and on an as-needed basis. Some positions may require specific training in advance, such as the delivery of workshops and tours, but no matter what, while 'on-the-job' you will receive ongoing training and support from staff. It is part of their job to ensure you have all the information you need. All volunteers are encouraged to share experiences, get information and keep in touch with other volunteers and staff. Volunteers are always asked for suggestions.

Reporting of volunteer hours

All volunteers are asked to report the hours they volunteer. This enables Wintergreen to recognize volunteers for their contributions. Additionally, the number of hours contributed to Wintergreen are often reported when we request grant monies to support our work. Hours are completed on the available timesheets or reported to the Volunteer Coordinator by email. The timesheets are collected by the Volunteer Coordinator, totaled and delivered to the Executive Director.

Volunteers scheduled for an assignment who become ill or are otherwise absent, are asked to make every effort to find a replacement and advise the program coordinator or team leader.

Volunteers have the right to:

- Receive accurate information about Wintergreen Studios and its affiliates
- Receive a clear, comprehensive job description
- Be interviewed and appropriately assigned
- Receive training as required
- Do meaningful and satisfying work
- Be seen as belonging, through inclusion at meetings, social functions, etc.
- Be supported in your role
- Be safe on the job
- Have choices and feel comfortable about saying no
- Be consulted on matters that directly or indirectly affect you and your work
- Receive feedback on your work
- Receive recognition for your contributions
- Have your personal information be kept confidential
- Be trusted with confidential information if it is necessary in order to do your job

Volunteers are expected to:

- Be reliable and punctual, and let the supervisor know if plans change
- Record all hours of service
- Be trustworthy
- Respect confidentiality
- Respect the rights of people at Wintergreen
- Follow Wintergreen's anti-harassment policies
- Have a non-judgmental approach
- Carry out the specified job description
- Give feedback (e.g., participate in evaluations when asked)
- Be accountable and accept feedback
- Be committed to Wintergreen's vision and program
- Avoid overextending themselves
- Acknowledge decisions made by Wintergreen staff

- Address areas of conflict with the appropriate staff member or Volunteer Coordinator
- Undertake training as required
- Ask for support when it is needed
- Stay safe on the job
- Bring the priceless gifts of enthusiasm, ideas and energy, and time to Wintergreen!

Volunteer Dismissal

Volunteers serving Wintergreen Studios may be dismissed at any time when a supervisor determines that:

- The volunteer is indifferent with regard to the organization's essential rules and requirements;
- The volunteer cannot adequately perform the job for which they have been retained;
- The volunteer's continued service presents an unacceptable danger to the organization or its personnel or guests.

At the time of dismissal, departing volunteers will be provided with a letter thanking them for their past service and explaining the reason why their continued service is no longer required. All volunteer dismissals will be reviewed by senior management in advance of taking action.

Insurance Program

Coverage

The organization purchases insurance to protect against catastrophic losses. The current insurance program for Wintergreen Studios consists of the following coverages with Aviva Insurance, Policy #S1640462 (expires February 28, 2018; annual renewal):

- Bodily Injury and Property Damage: \$2,000,000, \$1,000 deductible
- Products/Completed Operations Aggregate: \$2M, 0 deductible
- Personal Injury and Advertising: \$2,000,000, 0 deductible
- Medical Payments: \$10,000
- Tenants Legal Liability: \$100,000, \$1,000 deductible
- Non-owned Automobile: \$2,000,000, 0 deductible

Insurance Advisors

The first expectation is that the insurance advisor will help our organization purchase adequate insurance coverage at an acceptable price. However, beyond that basic service, additional services, on an as-needed basis, may include:

- claims management assistance in reporting and handling claims and acting as your advocate;
- premium and loss reports on a periodic basis; contract review for insurance implications;
- loss-control and prevention activities;
- risk management services;
- educational resources, for example, providing training sessions for employees, volunteers and the board of directors.

Wintergreen Studios puts its insurance program out to tender every five years, or more frequently if the organization determines that a current provider is unable to meet the service needs of the organization. The incumbent advisor will be invited to participate in the bidding process as long as their current performance meets the minimum requirements of the organization.