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POLICY STATEMENT

The purpose of this Statement of Policy and Procedure is to articulate organizational standards related to risk management. The Association shall engage in formal risk assessment and risk management planning annually in addition to its overall business planning. The Association will maintain a current manual of policies and procedures subject to annual review. This policy applies to the Board of Directors, the President & CEO, all staff and the Association's recognized volunteers.

DEFINITIONS

1. **"Risk"** means the possibility of a negative or adverse outcome, and the magnitude or severity of the consequences of that outcome.
2. **"Reputational risk"** means the potential for negative publicity regarding the Ontario Tennis Association, whether true or not, which could significantly harm the Association's reputation.
3. **"Recovery plan"** means risk management recovery plan
4. **"Property coverage"** means insurance coverage for loss or damage to property. Property includes both real property (land and buildings) and moveable property (equipment, files, etc.).
5. **"Umbrella coverage"** means additional liability insurance over and above liability coverage otherwise included in automobile or fleet coverage, property coverage, and any other liability coverage.
6. **"Volunteers"** refers to OTA recognized volunteers associated with OTA specific activities.
7. **"The Association"** refers to The Ontario Tennis Association (OTA).

RESPONSIBILITY

1. The Board of Directors is responsible to ensure that risks have been appropriately identified, planned for and managed.
2. The Executive Committee is responsible to the Board of Directors for implementation of risk management plans and processes, and is ultimately responsible to ensure that risks are assessed and managed appropriately.
3. All persons identified in the Policy Statement are responsible for ensuring that all appropriate and cost-effective steps are taken to minimize or control identifiable risks.
4. The President & CEO and the Chair of the Board will act as Risk Management Recovery



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Coordinators to implement the recovery plan when required.

PROCEDURE DEVELOPMENT

1. Risk Assessment Process

- a. The Association will ensure that risk assessment is an integral part of strategic and business planning.
- b. Annually, the Executive Committee will present a review of the principal risks to the Association to the Board of Directors for discussion and direction.
- c. Annually, the President & CEO will review all operational risks and the Association response to each.

2. Risk Management Procedures

- a. The Association will use a structured risk management program so that if an adverse event occurs, disruption to operations, cost, damage to the environment, and harm to people or property will be minimized.
- b. Annually, the Executive Committee will review and adapt the risk management program to:
 - i. Reflect the direction of the Board of Directors
 - ii. Ensure that identified operational and compliance risks are minimized in a cost-effective manner
- c. The risk management plan will be implemented and communicated across the Association.
- d. On an ongoing basis, staff will notify the President & CEO of circumstances and developments involving known major risks.

3. Risk Management Recovery Plan

- a. The Executive Committee will ensure that the risk management recovery plan is kept up to date, that it is reviewed annually and that a statement of compliance is brought to the Board of Directors.
- b. The President & CEO and the Chair of the Board will act as Risk Management Recovery Coordinators to implement the risk management recovery plan.



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- c. When the risk management recovery plan is invoked, the President & CEO and the Chair of the Board will advise the Executive Committee and the Board of Directors of the scale and nature of the risk occurrence.
- d. While the occurrence recovery is in process, the President & CEO and the Chair of the Board, in consultation with the Executive Committee, have full authority to take any steps required to restore operations.
- e. No communication may be made with the press or the public unless expressly authorized by the President & CEO and / or the Chair of the Board. Normally, only the President & CEO and / or the Chair of the Board should communicate with the press.
- f. After normal operations are restored, the President & CEO will ensure that a report is prepared describing the situation, and with recommendations that address:
 - i. The situation that resulted in the risk management recovery plan being invoked
 - ii. Improvements that should be made to the risk management recovery plan

4. Reputational Risk

- a. It is the responsibility of the Board of Directors, all staff and OTA recognized volunteers to notify the Chair of the Board and the President & CEO of the association of known or suspected dishonest, illegal or improper conduct of a member.
- b. In cases involving the President & CEO, the current Chair of the Board should be notified.
- c. In cases involving the Chair of the Board, the Past Chair should be notified.

5. Insurance

- a. The Association shall have in place such insurance coverage as is reasonable, prudent and cost-effective.
- b. Insurance coverage shall include deductibles which minimize the frequency of claims and the cost of the coverage.
- c. Annually the President & CEO will review the Association's coverage, limits and service with its broker and report to the Executive Committee
- d. Insurance coverage will include:
 - i. Property coverage to the total replacement cost of all property, including the following features or coverage:



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- Blanket coverage
 - Replacement cost on buildings and equipment
 - Electronic data processing equipment, software, data and media
 - Boiler and machinery, if applicable
 - Tenants' improvements
 - Property of others, if applicable
 - Exterior glass and sign coverage, if applicable
 - Bylaws coverage, including demolition and debris removal, increased cost construction, undamaged portion
 - Flood and earthquake coverage
 - Sewer backup coverage
 - Off-premises coverage
 - Pollution cleanup and removal
 - In-transit
 - Postage meters, currency, negotiable instruments, or other special coverage, as required
- ii. Insurance on Association trucks and automobiles, both owned, non-owned and leased, will include:
 - Comprehensive insurance, covering collision or upset, and other sources of damage
 - Uninsured motorist coverage
 - Medical insurance
 - Liability coverage supplemented by umbrella liability
 - Any other coverage required by law
 - iii. Business interruption insurance
 - iv. Commercial general liability insurance including Abuse coverage
 - v. Comprehensive dishonesty, disappearance and destruction bond insurance
 - vi. Directors and Officers insurance

6. Fire Safety

- a. The Association will adhere to Tennis Canada's Fire Safety Plan for the National Tennis Centre.
- b. The President & CEO is designated as the Emergency Fire Safety Officer, with a backup officer designated by the President & CEO. The Emergency Fire Safety Officer will identify all exit avenues from the work location and ensure that all employees understand where to go in the event of a fire.



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- c. In the event of a fire, the Emergency Fire Safety Officer should be informed immediately. The Emergency Fire Safety Officer will make the decision as to whether the fire can be contained, whether the fire department needs to be called, and whether employees need to evacuate.
- d. Association employees will participate in all National Tennis Centre fire drills to ensure that they are familiar with evacuation procedures.
- e. Following evacuation, the Emergency Fire Safety Officer will ensure that all employees have evacuated and will secure the doors upon exit.

7. General Safety

- a. All cabling and wiring crossing a traffic path will be secured to the floor with visible tape and markings.
- b. Unaccompanied employees working after hours should ensure that their supervisor is aware of their plans.
- c. Employees who must work beyond the operating hours of the transit system and have no other means of returning home after work will be reimbursed for taxi costs. For this reason, any overtime of this nature must be approved by the employee's supervisor in advance of the overtime being worked.

8. General Security

- a. All work locations will be protected by locked doors and an active alarm system.
- b. Employees are encouraged to question any unknown individuals seen within the company premises without any obvious reason for being there. If employees feel unsafe doing this, they should report the situation to their supervisors.



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9. Document Security

- a. All work locations will have a secure room with lockable cabinets for the protection of documents containing sensitive or confidential information. Access to the room and the cabinets will be granted only to those with a need to have regular access to those documents.
- b. Documents containing sensitive or confidential information will be shredded before disposal, or disposed via a bonded shredding company.

10. Electronic Equipment and Records Security

- a. Refer to IT01 Policy for details.

11. Inventory Security

- a. All personal computers, servers, major equipment and furniture and other valuable physical assets will be inventoried annually. This data will be checked for correspondence with insurance coverage, accounting records and management knowledge annually. Discrepancies will be investigated.
- b. All physical inventories will be subject to inventory controls and inventory reconciliation.



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REFERENCE POLICIES

- GP3 – Board Program Review
- GP4 – Board Planning Cycle
- HR1 – Abuse and Harassment
- HR2 – Board of Directors’ Responsibilities for Code of Conduct, Conflict of Interest & Confidentiality

ATTACHMENTS

- Attachment A – Checklist for Risk Management Recovery Planning
- Attachment B – Risk Assessment Form
- Attachment C – Risk Mitigation Plan
- Attachment D – Risk Management Contact List

APPROVALS

Chair of the Board		Date:
on behalf of the Board of Directors		Date: