NOVA SCOTIA
THERAPEUTIC RECREATION
ASSOCIATION

Policies and Procedures Manual

Updated November 2026

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Policy:	Asset Ownership Policy
Approved By:	NSTRA Board 2025
First Accepted On:	February 26, 2019
Last Reviewed:	April 2025
Review Approved On:	October 8, 2025

Policy

To ensure that equipment, supplies and service purchases are guided by the needs of the Association and that all members have an opportunity to request and/or reject equipment and or services based on those needs. In addition, this policy clarifies the ownership and disposal of any equipment or services purchased by the Association.

Purpose

The purpose of the assets policy is to outline the parameters with respect to capital equipment and service purchases with an expected usage time of at least five years.

Procedure

1. Recommendations for equipment or service purchases can be presented to the board by any member.
2. For consideration of equipment, service, or repair purchases a minimum of 3 quotes is required.
3. Any equipment, supplies or services (such as applications like Canva, Google, Zoom, etc.) approved for purchase by the board shall be purchased using the Association's credit card that is in the possession of the Treasurer or the President (Elect). Therefore, all equipment purchases must be completed by the Treasurer or the President (Elect).
4. The asset will be located in the possession of the President, Treasurer or the Recording Officer as determined by the board.

5. The equipment is the sole property of the Nova Scotia Therapeutic Recreation Association. In the event that the Association noted above dissolves, the equipment will be sold at the final Annual General Meeting of the said Association.
6. In the event that the equipment is no longer usable the equipment shall be disposed of according to environmental regulations.
7. Use of applications and programs such as Google, Zoom, Canva, etc. are for Association business only.
8. All materials created on behalf of the Association should be uploaded and saved for future access either on Google Drive or another format approved by the Board of Directors for security purposes.

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Policy:	Documents Policy
Approved By:	NSTRA Board 2025
First Accepted On:	October 8, 2025
Last Reviewed:	
Review Approved On:	

Policy

To ensure NSTRA keeps records needed for historical or financial purposes and current information is being used.

Purpose

The purpose of this policy is to ensure important documents such as financials, board reports, Annual General Meeting (AGM) packages, By-Law edits, etc. are categorized and held for the appropriate time, and deleted after time decided appropriate by the Board of Director following all government regulations.

Procedure

1. All documents related to NSTRA will be held in the NSTRA Main Folder on Google Drive accessible via NSTRA emails, unless otherwise stated.
2. According to the Registry of Joint Stock Companies, as of July 2025, they do not have requirements for the durations in which documents must be kept on file.
3. Financial Records:
    a. According to the Canada Revenue Agency website, financials must be kept for six years from the end of the last tax year they relate to.
4. Board Reports, Annual General Meeting Packages, and Policy/By-Laws:
    a. To be kept on the shared drive.
    b. Annual General Meeting Packages, Policy and Procedure Manual and By-Laws must be uploaded on the website in accordance with Joint Stock requirements.

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Policy:	Procurement Policy
Approved By:	NSTRA Board 2027
First Accepted On:	November 4, 2026
Last Reviewed:	
Review Approved On:	

Policy

This policy is a crucial policy to ensure effective and ethical procurement in the Association.

Purpose

This policy serves to protect the Association when making acquisitions, buying, purchasing, obtaining, and sourcing out resources.

Procedure

1. Procurement Process and Budget Compliance:
    a. Any purchases larger than $1000 will require quotes from a minimum of two organizations/vendors, unless the cost is associated with the operating or annual conference budget.
        i. Priority will be given to equity-deserving organizations/businesses (ie. BIPOC, persons with disabilities, 2SLGBTQIA+) when costs are within 20% of the lowest bid.
    b. All purchases must be pre-approved by the Treasurer to ensure it is in alignment with the operating budget. A minimum of 7 days written notice prior to the expected date of spending is to be given to the treasurer to allow time to review requests.
        i. The Treasurer or President's credit card will be used for purchases whenever possible to reduce the number of reimbursements/cheques that have to be issued.

c. All purchases over $100 that fall outside the typical operations budget requires approval from the Board of Directors. Purchases under $100 can be approved by the President and Treasurer.
d. A single purchase outside of the operating budget that exceeds 20% of our annual membership revenue (excluding the 50% from CTRS professional membership revenue assigned to the Licensure Fund) is not to be made without a motion and vote from membership at a Special Meeting or Annual General Meeting.

2. Ethical Considerations and Conflict of Interest:
    a. Any NSTRA committee members and/or Board of Director members are required to reveal any actual, potential or perceived conflict related to procurement in writing to the Board of Directors. The nature of the relationship is to be included in the notification to the Board.
    b. If the conflict of interest is an actual conflict (i.e. Committee Member/Board of Director member directly benefits financially from the procurement) this quote is not to be considered.
    c. If the conflict of interest is a potential or perceived, an extra quote will be required. If the quote connected to the potential or perceived conflict of interest is the lowest option by more than 20%, the Board of Directors are to hold a vote related to which quote will be selected. Within the minutes from the vote, the conflict, rationale and discussion are to be clearly documented.
    d. No quote with a perceived conflict of interest will be selected over an organization/business that is owned or operated by an individual from an equity deserving business unless it is more than 20% lower.
    e. NSTRA will strive for a 5% percentage of total procurement specifically from equity-deserving businesses.
3. Monitoring and Evaluation:
    a. Evaluations related to procurement are to be completed by the Treasurer/Finance Committee when:
        i. A new vendor/organization is used.
        ii. A conflict of interest is determined after a procurement is completed.
        iii. A single purchase is made that exceeds 20% of our membership revenue (excluding the 50% from CTRS professional membership revenue assigned to the Licensure Fund).
        iv. Annually for returning vendors (ie. website support).
        v. Any procurement is questioned by members.
        vi. Use of Procurement Evaluation Form required.

Definitions

Procurement is a comprehensive process of finding, managing, and purchasing necessary goods/services.

Types:

- **Direct** or **raw materials** for production.
- **Indirect** or **operational necessities** like office supplies.
- **Services** or **hiring** consultants/contractors.
- **Goods** or **tangible items**.

Key steps to an effective procurement process are identification of need, supplier research, negotiation, purchasing, receiving, and record-keeping.

Equity-Deserving Business is owned, managed, or founded by individuals or groups who face significant systemic barriers to economic participation, such as racialized people, Indigenous peoples, women, 2SLGBTQI+ individuals, and persons with disabilities. These businesses often encounter gaps in capital access and network opportunities, requiring targeted resources and supportive procurement strategies to thrive.

Conflict of Interest occurs when a person's private interests—financial, personal, or professional—interfere, or appear to interfere, with their ability to act in the best interest of a party to whom they owe a duty. It often arises when someone in a position of trust (like an employee or official) has competing loyalties, potentially biasing decisions, such as hiring a family member or benefiting from a business deal.

> **Actual Conflict of Interest:** A direct, present conflict between an individual's current duties and their private interests. For example, hiring a family member for a project you oversee.
>
> **Potential Conflict of Interest:** A situation where an individual can foresee that their private interests could conflict with their professional duties in the future. For example, owning shares in a company that may soon bid on a contract your team manages.
>
> **Perceived (Apparent) Conflict of Interest:** A situation where a reasonable observer could believe an individual's private interests influence their professional duties, even if that is not the case. For example, selecting a supplier owned by a friend, even if they are the best option

Relevant documentation

Procurement Evaluation Form

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Policy:	Decisions by Email Policy
Approved By:	NSTRA Board 2025
First Accepted On:	October 8, 2025
Last Reviewed:	
Review Approved On:	

Policy

To outline business of NSTRA that can be completed by email voting.

Purpose

To provide a clear process outlining the requirements of email voting.

Procedure

1. At the discretion of the chair, decisions may be made between meetings by email voting in circumstances the chair considers to be urgent and exceptional. The Board of Directors, provincial zone members, and working groups may not make a decision by email to appoint, remove, or accept the resignation members.
2. Email voting may be conducted only if every member of the voting body has already provided the voting body with an email address.
3. The chair or recording officer circulates a proposed decision and initiates a vote by email on it. The email must contain:
    a. the proposed decision and sufficient background to inform the other members of the voting body; and
    b. a specified time for replying to the email, allowing for at least 48 hours from the time that the email is circulated.
4. The email must be circulated to all members of the voting body, with all members' email addresses visible.
5. Members may ask questions of clarification and offer comments by email, ensuring they are visible to all members.
6. Members must vote by email by replying to the initiator of the email.

7. Members must vote in the affirmative or negative without any conditions or may ask that their abstentions be noted.
8. A member may object to making this decision by email, and if any two members so object, a meeting must be held in one of the ways set out in the bylaws.
9. If the number of votes cast is less than the minimum number of members required to be present for a meeting, the decision is not approved and deferred to a future meeting.
10. Following the deadline, the initiator of the email must inform all members of the voting body of the voting results by email.
11. The recording officer or designated member must include the decision and the outcome of the vote in the minutes/notes of the next regular meeting of the voting body.

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Policy:	Mail Policy
Approved By:	NSTRA Board 2025
First Accepted On:	February 26, 2019
Last Reviewed:	April 2025
Review Approved On:	October 8, 2025

Policy

To ensure due diligence of mail management and proper postal account maintenance.

Purpose

The purpose of the Mail Policy is to set parameters for timely pick up and response of mail, and maintenance of post office account.

Procedure

1. The President and Treasurer shall hold the keys to the mailbox.
2. The President and/or Treasurer will coordinate a minimum of one day a week to pick up the mail to ensure no outstanding bill payments are overdue and so membership applications can be processed in a timely manner.
3. Any mail addressed to NSTRA will be opened by the officer designated to pick up the mail and responded to or forwarded as determined appropriately by that officer.
4. Any mail addressed to a Board of Directors officer will be set aside and the addressee will be notified via email within 48 hours of receipt. Arrangements for handover of mail as required.
5. In the event that the President or Treasurer does not live in close proximity to the PO box a member of the Executive Committee or designate in the Central Zone will be assigned to complete this task.

NOVA SCOTIA
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Policy:	Video and Photo Release Policy
Approved By:	NSTRA Board 2025
First Accepted On:	February 26, 2019
Last Reviewed:	April 2025
Review Approved On:	[Date]

Policy

To ensure that all photos utilized by NSTRA for the purposes of publication and promotion including, but not limited to (website, social media, newsletter and brochures) are released by the individual(s) and/or responsible party with written consent and are filed with the association.

Purpose

The purpose of this policy is to have a specific process in place to ensure that NSTRA always has consent to use photos before they are used in any type of NSTRA publication. It also ensures there is an organized system to keep track of what photos NSTRA has received consent to use.

Procedure

1. Any NSTRA member can submit photos to be used on the NSTRA website and/or other NSTRA publications. Before a photo can be used by NSTRA we must receive written consent for every individual in a photo. If a client/individual is unable to give permission to use a photo themselves a family member can give written permission.
2. If an individual is in more than one photo they may provide written consent once for a group of photos. If this is the case, it must be specified directly to the Communications Director which photos are being consented to for use.
3. All written consent and photos must be forwarded to the Communications Director and Marketing Co-Chair and stored on the NSTRA shared Google Drive.
4. Photos being taken at NSTRA events such as conferences and networking, require photo consent to be provided.

a. For conferences and events that require registration, on the registration form, include a checkbox for individuals to select understanding that photos will likely be taken at the event and shared via social media.
b. In the event that was not included on the registration form, may provide verbal consent as confirmed by posing for the picture or a follow up email providing consent.

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Policy:	Social Media Policy
Approved By:	NSTRA Board 2025
First Accepted On:	October 8, 2025
Last Reviewed:	
Review Approved On:	

Policy

To ensure that all social media engagement shared by NSTRA for the purposes of publication and promotion, including but not limited to Facebook and Instagram, is professional and inclusive in communication and consistent in messaging.

Purpose

The purpose of this policy is to have professional and consistent responses, permissions of access to NSTRA public Facebook page, NSTRA Members Only Facebook page, and Instagram, and an understanding of written and visual accessibility across all platforms.

Procedure

1. The Communications Director is responsible for the management of the Facebook and Instagram accounts and will be the administrator and have access to the password.
2. The following roles in addition to the Communications Director will have access to the social media accounts to share NSTRA related information:
    i. Membership Director
    ii. President (presidential delegate)
    iii. A delegate from the EDIA committee
    iv. A delegate from the Marketing committee
3. Within 30 days following the completion of one's portfolio through NSTRA, social media platform administrator access will be removed.
4. All posts must be accessible (both written and visual - including alternative text on all images).
5. Pictures and videos posted to any social media site must have consent prior to posting.

    a. Consent may include written consent, an individual sharing an image of themselves, posing for a photo during an NSTRA event or meeting, or allowing their share button to stand.
    b. If members post images (for TR month, contests, practice what you preach, etc.), it is up to the member posting to obtain consent prior to sharing with NSTRA.
    c. Consent is deemed standing unless revoked by the individual or group.
    d. For marketing purposes, written consent must be obtained and stored on the shared drive.
6. Responses to public or member inquiries will be made through the NSTRA account and not personal accounts.
7. Responses will be communicated in a timely manner and include additional individuals necessary (such as a committee chair via their email account).
8. Members are encouraged to engage in the members FB group in a respectful and professional manner.
9. Admins can remove comments, non-members, or members not in compliance with the mission, vision and values of NSTRA including a zero-tolerance attitude towards all forms of discrimination (e.g., racism, heterosexism, ableism, ageism).

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Policy:	Travel Policy
Approved By:	NSTRA Board 2025
First Accepted On:	February 26, 2019
Last Reviewed:	April 2025
Review Approved On:	October 8, 2025

Policy

This policy applies to all members of the Nova Scotia Therapeutic Recreation Association when incurring travel expenses in relation to association business.

Purpose

To ensure proper approval and reimbursement for travel expenses related to board duties and association initiatives.

Procedure

1. The member is responsible for complying with the travel policies. All travel requests must be brought to the board for approval. NSTRA assumes no obligation to reimburse members for expenses that are not in compliance with this policy. The board must approve any deviation from this policy
2. Members shall exercise good judgment and act prudently when incurring expenses for NSTRA.
3. Travel Arrangements:
    a. Air Fare:
        i. Members shall fly Economy class on all flights.
        ii. Treasurer and/or President/President Elect (depending on which position is holding the two year credit card term) will book return airfare, including cancellation insurance, with NSTRA credit card reflecting the most economical fares available.

iii. Members are expected to use non-direct flights when the savings are substantial.
iv. Upgrades for air travel are not reimbursable. If a member wishes to upgrade, it is done at the member's expense.
v. For travel within the Atlantic Provinces flights are only to be used when the total cost of traveling is cheaper than renting a car or using your own vehicle following this policy.

b. Accommodations:
    i. Treasurer and/or President/President Elect (depending on which position is holding the two year credit card term) will book accommodations with NSTRA credit card. Member must present personal credit card at time of check in for incidentals.

c. Mileage:
    i. When using your personal vehicle for approved association business outside their work area NSTRA will reimburse at a rate of 60 cents per kilometer of travel. Examples of approved association business include but are not limited to in-person board meetings, in-person Annual General Meeting, president to national conference, and sending representation to EDIA workshops or conferences.

d. Car Rental:
    i. The following guidelines are to be used when a car rental is needed for association business:
        1. Members must reserve a car in the compact car category.
        2. At the time of rental inspect the car and be sure that any damages found are noted on the contract before the vehicle is accepted.
        3. Members may book a car rental class higher than compact when:
            a. The traveler can be upgraded at no extra cost
            b. Three or more members are traveling together
            c. Cars in the authorized category are not available
            d. The member is transporting excess baggage such as booth displays.
        4. Travelers should always accept the collision insurance offered by rental agencies.
        5. Should a rental car accident occur, members should immediately contact the rental car company and local authorities.

e. Meals:
    i. Members must provide receipts for meal expenses. NSTRA will reimburse a maximum of $50.00 per day (including gratuity). (*NSTRA will not reimburse for alcoholic beverages.)

4. Enforcement:
    a. Members who do not comply with this policy may be subject to delay or withholding of reimbursement.
5. Reporting Guidelines:
    a. Members must file expense reports no later than 30 days following the completion of the trip or of incurring the expense(s).
    b. Mileage & Meal expense form is to be completed in its entirety.
    c. Receipts for cheque reimbursement must also be provided.
    d. Expenses must be submitted for reimbursement within 90 days of being incurred, or they will not be reimbursed.
    e. Relevant documents are available from Treasurer to assist with making requests:
        i. Cheque Reimbursement Form
        ii. Mileage & Meal Reimbursement Request
        iii. Declaration of Lost Receipt Form

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ASSOCIATION

Policy:	Expense Reimbursement Policy
Approved By:	NSTRA Board 2027
First Accepted On:	November 4, 2026
Last Reviewed:	
Review Approved On:	

Policy

This policy establishes clear rules for reimbursing work-related expenses incurred by board members or volunteers of the association.

Purpose

This policy serves to clearly define the process for being reimbursed from approved expenses that align with the organization's policies.

Procedure

1. Approval Process:
    a. Once approval from the Board of Directors and/or membership has been granted, the individual seeking reimbursement must connect with the Treasurer and complete the required forms and provide all required documentation for reimbursement.
    b. The forms must be completed with supporting receipts within 30 days of the purchase.
    c. The Treasurer will review completed forms within 14 days and will issue cheques accordingly.
    d. Please review specific policies to ensure item/expense is eligible for reimbursement.
2. Documentation Requirements:
    a. Completion of the following google forms outlining the individual requesting reimbursement, date of the expense, reason for the expense, and the total amount required for reimbursement.

        i. The “NSTRA Cheque Request Form” must be completed in full prior to any funds being issued.
        ii. The “NSTRA Mileage & Meal Reimbursement Form” must be completed in full prior to any funds being issued.
    b. Receipts must be received (electronically or paper copies) by the Treasurer prior to any reimbursement.
    c. In the event that a receipt has been lost, the individual must complete the "Reimbursement form - lost receipt” prior to any funds being transferred.
3. Transparency and Compliance:
    a. The Treasurer is responsible to keep detailed records of expenses and reimbursement of said expenses
    b. The Treasurer must confirm which budget the said expense will be coming from (e.g., TR month, zone budgets, operational budget)
    c. Annual review of the policy should be done to ensure accurate tax laws are being followed for each expense.
    d. The Treasurer is responsible to ensure that reimbursement follows the current policies and that inappropriate expenses are not reimbursed.

Relevant documents to assist with making requests:

1. Cheque Reimbursement Form
2. Mileage & Meal Reimbursement Request
3. Declaration of Lost Receipt Form

NOVA SCOTIA
THERAPEUTIC RECREATION
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Policy:	Equity, Diversity, Inclusion, and Accessibility
Approved By:	NSTRA Board 2026
First Accepted On:	October 8, 2025
Last Reviewed:	February 2026
Review Approved On:	March 11, 2026

Policy

NSTRA will promote a culture of fairness, respect, and justice for all. We will be intentional about creating a welcoming and affirming environment by identifying and addressing potential barriers, and ensuring all members feel valued and supported.

Purpose

The purpose of the Equity, Diversity, Inclusion, Accessibility (EDIA) policy is to ensure all of NSTRA's decision makings are guided by EDIA principles.

Procedure

1. Maintain an active EDIA committee.
2. Promote an environment in which discrimination is not tolerated.
3. Representatives from the EDIA committee will be included in all policy reviews.
4. Implement an Anti-Oppression Action Plan that is reviewed and updated annually.
5. Offer at least one EDIA-related educational opportunity for members each year.
6. Commit to building partnerships that support equity denied individuals, communities, organizations, and businesses.
    a. NSTRA will have a resource bank of organizations/companies owned/run by individuals from equity deserving communities and invest in their products and services and build connections/relationships with those organizations/companies.
    b. NSTRA to share, attend, and encourage members to attend community events (i.e. African Heritage Month, Pride).

    c. Connect with organizations to explore promoting the profession after building a relationship.

7. Track trends and center members' voices by seeking anonymous feedback related to EDIA initiatives a minimum of once a year through surveys, conference booths, or other appropriate methods.
8. Utilize the NSTRA Event Planning Guide to promote safer spaces for marginalized and underrepresented attendees.

NOVA SCOTIA
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Policy:	NSTRA Expression of Interest (EOI) Policy
Approved By:	NSTRA Board 2025
First Accepted On:	October 8, 2025
Last Reviewed:	
Review Approved On:	

Policy

To provide equal and equitable opportunity for members to engage in association business.

Purpose

To allow for any and all members who may be interested in chairing events, board of director positions and/or committees to have equitable opportunity.

Procedure

1. Complete associated form or email President, Zone Director or delegate to express interest as specified.
2. Those who are nominated for the Board of Directors during election of officers and are not awarded the position will be offered the opportunity to sit on a committee(s) or support any needed work.
3. Those who are nominated for committee positions (such as conference co-chair) and are not awarded the position will be offered the opportunity to sit on a committee(s) or support any needed work.

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Policy:	Non-Member Communication Response Policy
Approved By:	NSTRA Board 2025
First Accepted On:	October 8, 2025
Last Reviewed:	
Review Approved On:	

Policy

To ensure that communications are responded to by the Association in a process that is in keeping with its mandate.

Purpose

The purpose of this policy is to outline a consistent response process for non-members of NSTRA or community allies and organizations. As a membership driven organization, NSTRA is responsible to their members.

Procedure

1. All communications will be responded to in a timely manner by NSTRA email.
2. Support may be given to appropriate outlets should concern not be of NSTRA's scope, as per Concern and Complaint Response Policy.
3. Non-members will be encouraged to join NSTRA when looking for support and information on NSTRA related business.
4. Responses and sharing information publicly must align with the NSTRA mission, vision, and values.

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Policy:	Concern and Complaint Response Policy
Approved By:	NSTRA Board 2025
First Accepted On:	February 26, 2019
Last Reviewed:	April 2025
Review Approved On:	October 8, 2025

Policy

To ensure that written concerns or complaints are responded to by the Association in a process that is in keeping with its mandate.

Purpose

The purpose of this policy is to outline a consistent concern or complaint response process for members and recreation therapy professionals working in Nova Scotia. As a membership organization, NSTRA's mandate does not include receiving, tracking or addressing any complaints or concerns from employers, employees or the public.

Procedure

1. Written expression of concern or complaint is received by the Board of Directors.
2. The individual will notify the President, President Elect (or one other member from the Executive) and the Communication Director of correspondence.
3. If any of these individuals have a conflict of interest, they will declare and excuse themselves. Another Director will be appointed.
4. Any identifiers will be kept in confidence by the above individuals.
5. The President drafts a response and reviews it with the group.
6. On behalf of NSTRA, the group will respond in writing within a one week period of receipt, to the individual or organization who initiated the concern and any others who were included in the original notification.

7. The response will include suggesting the individual who raised the complaint speak to the employer if it is related to their role in their job, and the National Council for Therapeutic Recreation Certification (NCTRC) should the individual be a CTRS.

Concerns / Complaints re: CTRS

a. If the concerns expressed relate to a CTRS, then the contact information for NCTRC will be provided.
    i. *Guidelines from NCTRC*:
    ii. *All CTRSs have a professional responsibility to report legal and ethical issues regarding CTRSs. This includes organizations consisting of CTRSs. Failure to report in a timely manner may result in disciplinary action from NCTRC*
    iii. *NCTRC communicates with state/provincial licensure boards regarding CTRS issues. If NCTRC sanctions a CTRS in a state/province that has licensure we will notify the designated board. NCTRC does not notify the membership organization since it is a non-legal entity.*
b. For more information will be directed to Disciplinary Process | NCTRC to review NCTRC Certification Standards

Concerns / Complaints re: non-CTRS

c. If the concern is not related to a CTRS, there is no further action available to NSTRA.

8. A copy of response will be kept in the President's file for a five year period, at that time it will be destroyed.
9. All original correspondence will be destroyed after a response letter is sent.
10. Membership standing may be affected based on the outcome of the situation according to the by-laws if a member is disciplined/suspended by NCTRC.

NOVA SCOTIA
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Policy:	Government Response Policy
Approved By:	NSTRA Board 2025
First Accepted On:	February 26, 2019
Last Reviewed:	April 2025
Review Approved On:	October 8, 2025

Policy

To ensure that NSTRA as a board responds respectfully to Government platforms which are announced to the community, to encourage considerations and the importance of Recreation Therapy.

Purpose

The purpose of the Government response policy is to express support and excitement regarding Government platforms in which Recreation Therapy could be involved, outlining the potential role of Recreation Therapy in the new initiative.

Procedure

1. The Advocacy or Licensure Co-Chair, and/or President and/or delegate will attend Government platform announcements and will bring information back to the Board of Directors.
2. A standard letter template will be used each time, outlining purpose, support of platform announcement, importance of Recreation Therapy, and potential role of Recreation Therapy in platform, and will be reviewed by the President, President Elect and Past President before sending to the government.
3. Advocacy or Licensure Co-Chair, and/or, President and/or delegate will be responsible for sending a letter to the appropriate Government member within one week of discussing the platform with the Board of Directors.

4. Any response or request for further information will be brought to the Board of Directors, then addressed appropriately by the Advocacy or Licensure Co-Chair and/or President and/or delegate.

Appendix: Standard Letter Template for Government Response

Name (person, and title)
Address
Phone numbers
E-mail
Dear Name, or To Whom It May Concern
I am writing this letter on behalf of the Nova Scotia Therapeutic Recreation Association (NSTRA) in support of the *Platform Name*. NSTRA is a professional organization representing professionals in the field of Therapeutic Recreation who work in a variety of settings that are clinical, community or treatment based. NSTRA promotes excellence in the field of Recreation Therapy.
Leisure, recreation and play are essential to health and wellness. Focusing on people's strengths, Therapeutic Recreation engages people in a systematic process through which leisure is used as a primary tool in achieving health and wellness. The announcement of *Platform Nam*e is very exciting, and as a Recreation Therapy professional, I am hopeful that considerations will be made to look at the role of Therapeutic Recreation in the new initiative. Therapeutic Recreation can play an essential role across many different settings in the community and we often take an untraditional look at how to improve quality of life, health, and wellness. Our focus is on the needs of the population we serve and the promotion of healthy leisure lifestyles. When looking at the *Platform Name*, Recreation Therapy would appropriately play a role in identifying specific areas of the platform where a Recreation Therapy professional could be used.
Platform Name is going to make a huge difference in the health and wellbeing of many people in the community and I am looking forward to seeing the impact it will have. We invite you to contact our organization to further explore the contributions of Recreation Therapy, President at president@nstra.info.
Sincerely,
Signature
Your Name
Board Position
E-mail

NOVA SCOTIA
THERAPEUTIC RECREATION
ASSOCIATION

Policy:	Job Posting Response Policy
Approved By:	NSTRA Board 2025
First Accepted On:	February 26, 2019
Last Reviewed:	April 2025
Review Approved On:	October 8, 2025

Policy

To ensure that NSTRA as a board responds respectfully to Recreation Therapy job postings that do not follow the NSTRA approved Standards of Practice, as found on the website.

Purpose

The purpose of the job posting response policy is to guide and reinforce consistent Recreation Therapy job postings to reflect Canadian Therapeutic Recreation Association Standards of Practice, as well as qualifications of a Certified Therapeutic Recreation Specialist (CTRS).

Procedure

1. A standard letter from the Advocacy committee will be used, outlining purpose, request to reconsider job description, importance of Recreation Therapy, Standards of Practice, and Why Hire a CTRS.
2. A copy of the letter and information package will be cc'd to the related provincial government department, and accrediting bodies/organization.
3. Advocacy Chair and/or delegate will be responsible for responding to job postings within one week of recognition of posting.

NOVA SCOTIA
THERAPEUTIC RECREATION
ASSOCIATION

Policy:	Investment Policy
Approved By:	NSTRA Board 2027
First Accepted On:	February 26, 2019
Last Reviewed:	July 2026
Review Approved On:	November 4, 2026

Policy

To ensure that investment decisions are guided by the membership and that the investments have a guaranteed return that would be in the best interest of the Association.

Purpose

The purpose of the investment policy is to guide future investment purchases, maintain consistency and reduce the possibility of risky investments.

Procedure

1. Under the direction of the membership any investment purchases shall be done by the Treasurer and any documents shall be co-signed by the President/President Elect or signing authority based on the two year term with credit card)..
2. The financial reports regarding the investment shall be reviewed annually at the Annual General Meeting with the membership to determine and choose investment recommendations. Therefore, the investment term shall be for one year unless by a resolution at a membership meeting.
3. The investments shall be managed by the association's financial institution and records are filed with the Treasurer.
4. The investments shall be categorized as low risk (ie. GIC's, mutual funds and bonds) unless otherwise determined by the membership at the Annual General Meeting.
5. The return expectations are variable and shall be defined by the type of the low risk investment.

6. Any investment of funds must be made in financial products that are insured by the Canada Deposit Corporation and be redeemable within a 90 day or less period without penalty.
7. Any member of the Board of Directors can request to view the investments with a 14-day notice.
8. Other policies and procedures currently covered and aligned with this policy and procedure include the Licensure Funds Policy and the Reserve Fund Policy.
9. The Association shall do business with majority Canadian owned corporations only registered and licensed to operate in Canada.
10. Interest earned from GIC investments shall be reinvested according to details outlined in Licensure Funds Policy or shall be applied to the general operations of the Association if not otherwise defined in an established policy of the Association.

NOVA SCOTIA
THERAPEUTIC RECREATION
ASSOCIATION

Policy:	Licensure Funds Policy
Approved By:	NSTRA Board 2027
First Accepted On:	February 26, 2019
Last Reviewed:	September 2026
Review Approved On:	November 4, 2026

Policy

To ensure protection of funds to establish a Nova Scotia regulated college for Recreation Therapists.

Purpose

The purpose of the licensure funds policy is to dedicate a portion of the Professional Certified Therapeutic Recreation Specialist (CTRS) membership fees solely for the establishment of an independent regulated College of Recreation Therapists (CTRS) or a co-regulated College.

Procedure

1. A portion of every Professional CTRS membership will be directed to a fund established for the establishment of a Nova Scotia regulated college for Recreation Therapists.
2. 50% of each CTRS membership fee will be designated to the Licensure fund.
3. The Treasurer and Membership Director will work together to ensure monies from the CTRS designation will be transferred into the licensure fund upon renewal of the Guaranteed Investment Certificate (GIC) at the renewal date.
4. Any Interest earned from the Licensure Fund investments shall be reinvested into the Licensure Fund at the renewal date.
5. The Treasurer will keep a running balance of funds available for the establishment of a regulated college for Recreation Therapists.
6. The Treasurer will liaise with the Chair(s) of the Licensure committee to receive financial requests for the purpose of pursuing regulation separate from the fund established for a regulated college for Recreation Therapists.

7. Financial requests for licensure/regulation will be approved by the board within 15 business days of written request.
8. Any investment of the regulated college for Recreation Therapist funds must be made in financial products that are insured by the Canada Deposit Corporation and be redeemable within a 90 day or less period without penalty.
9. Existing funds:
    a. Funds secured from former Therapeutic Recreation Association of Atlantic Canada (TRAAC) Licensure committee will be added to the NSTRA Licensure fund and be used for the sole purpose of Nova Scotia regulated or co-regulated College for Recreation Therapists.
10. It is incumbent that the Treasurer in collaboration with NSTRA's financial institution ensures that any investments that mature are to be reinvested in a prompt manner upon their renewal date(s).

NOVA SCOTIA
THERAPEUTIC RECREATION
ASSOCIATION

Policy:	Reserve Funds Policy
Approved By:	NSTRA Board 2027
First Accepted On:	November 4, 2026
Last Reviewed:	
Review Approved On:	

Policy

This policy is a crucial framework for ensuring financial stability and sustainability of NSTRA.

Purpose

NSTRA will endeavour to establish and maintain reserves that are critical to the operational stability and or specific projects of NSTRA.

Procedure

1. Level of Reserves
    a. NSTRA will endeavour to establish an operational Reserve Fund to support any unforeseen major economic / social / physical disasters that may significantly impact the NSTRA's ability to generate normal expected revenues such as membership fees. Additionally NSTRA will establish a Contingency Fund for the purpose of unexpected one time expenses (for example replacement of a computer).
2. Usage and Replenishment Guidelines:
    a. NSTRA will establish a Reserve Fund with an ultimate goal of attaining 1.5 years of normal operating expenses based upon the 3 previous years financial statements.
    b. NSTRA will establish a Contingency Fund with the ultimate goal of 10% or a minimum of $ 2,500.00 whichever is greater.
    c. Both funds may be invested in secured Investment certificates provided they are redeemable without penalty within 60 calendar days. Any interest earned may

be added to the investment certificate upon renewal or allocated to general revenues based upon NSTRA Policies and Procedures.

d. The Board of Directors will determine the reinvestment of any funds within 60 calendar days of the renewal date for such investments.
e. Both funds must be compliant with any regulations of the Canada Revenue Agency
f. The NSTRA Board as part of its budget planning process will indicate the specific monies to be allocated to both funds in the annual budget presented to the membership for consideration and approval.
g. The NSTRA Board of Directors shall determine if any surpluses realized from its annual operating budget or from NSTRA sponsored conferences and / or workshops shall be assigned in part or whole to one or both of the Funds.
h. The Board of Directors will endeavour to reach the established financial goals of both funds within a reasonable period of time. Contingency Fund within five years. Reserved Fund within 10 years

3. Review and Reporting:
    a. The Treasurer shall report on the asset of both funds at least quarterly to the Board of Directors and annually to the NSTRA membership and with respect to any funds invested ensure their reinvestment in collaboration with NSTRA's financial institution in a timely manner upon renewal.

NOVA SCOTIA
THERAPEUTIC RECREATION
ASSOCIATION

Policy:	Budget and Fiscal Planning Policy
Approved By:	NSTRA Board 2027
First Accepted On:	November 4, 2026
Last Reviewed:	
Review Approved On:	

Policy

This policy is critical for guiding the annual budget preparation and aligning financial resources with organizational objectives ensuring sustainability.

Purpose

This policy serves to provide guidance around timelines and approval, outlines reporting process of the monthly budget versus actual, integrates with strategic goals, and identifies roles and responsibilities for consistency and transparency.

Procedure

1. Timeline and Approval:
    a. Complete and approve the budget before the fiscal year begins, September 1st.
    b. A finance committee will be established that reflects the collective knowledge of the Association.
    c. The timeframe for the budget process generally will consider the calendar year, the fiscal year, and the approval process.
    d. A minimum of three months will be allowed for the budget approval process by the board
2. Roles and Responsibilities:
    a. The task of the finance committee is to develop the budget for the next year. The steps in developing a budget are as follows:
        i. Define the budget timeline.
            1. Develop a list of objectives or goals for the year.

2. Review the prior years' activities and the changes that are contemplated in the year.

ii. Estimate the cost or resources required to achieve each objective or goal.
    1. The previous year's actual expense or budget can be used as a starting point. The Association will make budgeting decisions based on many factors, not just the prior year's budget.
    2. If the objective or goal involves new programs or activities, estimate the cost by creating an itemized list of all the expenses involved in achieving that particular objective.

iii. Estimate the expected dates and amounts of revenue that will be generated.

iv. Compare the expected dates and amounts of revenue to the estimated expenses.

v. Develop the final budget.

vi. Set budget priorities and realities for revenues and expenses.
    1. Association revenue identified:
        a. Membership Fees
        b. Restricted Funds
        c. Grants
        d. Continuing Education/Conference
        e. Fundraising
        f. Merchandise Sale
        g. Other
    2. Association expenses/costs identified:
        a. Direct costs (committees, projects, continuing education, marketing/promotion material, Googlespace, Canva, website)
        b. Capital costs (laptop x2, Association stamp/seal)
        c. Indirect costs (postage, bank fees, grants)
        d. In-kind contributions (goods or services) - (volunteer hours, donations, free services)
    3. Other… establish a budget for cash flow, capital expenditures bought or received, and restricted grants.

vii. Present the budget to the board for approval.

b. A final budget will then be approved by the Board before September 1, the start of the fiscal year.

c. For further guidance with budgeting needs, the Association will consult with a Chartered Professional Accountant.

d. A change to the budget might be required when expectations are not met in an orderly manner.Ensure to implement a process for continual review of variances, along with forecasting to determine if the overall budget is sound or if actual events require a new budget be adopted.
e. Bylaws are to be examined for guidance on how an adopted budget can be altered if necessary.
    i. Small alterations can be done by the executive officers, while changes beyond a specified threshold would require approval by the board of directors.
    ii. If an expected revenue that has been budgeted does not materialize
        1. the Association can seek other sources of funds.
        2. the Association can cut expenses.
        3. the Association can rearrange expenses.

    The decisions above will be made with reference to the budget, as well as to the current cash and financial picture

3. Monthly Budget vs. Actual Review
    a. A monthly review of the budget compared to actual expenses and revenues is required. This ensures ongoing financial control and allows for timely adjustments.
        i. The budget is to be maintained and monitored by the Treasurer, Executive Board, and Board of Directors on a monthly basis to allow for the measurement of whether the organization's goals, set by the budget, are being met.
        ii. The Treasurer will submit a monthly report that includes a comparison of actual revenue and expenses to those budgeted.
        iii. The Treasurer will submit a quarterly report to the finance committee that compares the variance to help this working group benchmark its progress and determine any actions/make recommendations for the remainder of the budget year.
4. Integration with Strategic Goals
    a. The budget will align with the Association’s strategic plans.
    b. This policy includes procedures for regular monitoring and reporting for consistency and transparency.

Definitions

The **calendar year** often determines the timing of certain expenses and revenues.

The **fiscal year** is the period that the Association uses to measure funds.

The **approval process** is the time required to determine how long before the end of the fiscal year it must begin.

Revenue is the total amount of money the Association brings in from the sale of goods or services before any expenses are deducted.

Expenses are the outflow of money, time, or resources required to operate the Association.

Cash flow refers to the total movement of money in and out of a business or personal account over a specific period. Positive cash flow means more money is coming in than going out, while negative cash flow means outflows exceed inflows.

NOVA SCOTIA
THERAPEUTIC RECREATION
ASSOCIATION

Policy:	Internal Controls Policy
Approved By:	NSTRA Board 2027
First Accepted On:	November 4, 2026
Last Reviewed:	
Review Approved On:	

Policy

This policy is essential for safeguarding assets and ensuring the accuracy of financial records.

Purpose

The purpose of this policy is to identify the segregation of duties, set an example of authorization protocols, and establish a process for regular audits and reviews to prevent fraud and conflicts of interest.

Procedure

1. Segregation of Duties:
    a. a. The Treasurer records transactions.
    b. The Board of Directors (or membership at a special meeting) authorizes and approves transactions.
2. Authorization Protocols:
    a. The internal controls are clearly defined based on expense amounts and the oversight takes a tiered approach to ensure appropriate checks and different financial thresholds.
        i. For expenditures under $100, approval is required from the President and Treasurer only at time of purchase. These expenditures need to be reported through the Treasurer monthly report to the board.
        ii. For amounts between $100 to a maximum of 20% of our membership revenue (excluding the 50% from CTRS professional membership revenue assigned to the Licensure Fund) the Board of Directors (BOD) need to authorize, in writing or in person at a board meeting.

iii. The BOD can authorize monthly or annual purchases of administrative members or invoices (i.e. Zoom membership, bi-annual insurance payments).

iv. For any single purchase exceeding a minimum of 20% of our membership revenue (excluding the 50% from CTRS professional membership revenue assigned to the Licensure Fund) to $10,000.00 communication to membership must be circulated to membership in writing within 30 days of purchase.

v. A single purchase of $10,000.00, approval from the membership at a special meeting of the Association is mandatory. The only exceptions would be an annual deposit to investment (GIC) for the purpose of licensure and conference related fees as identified within an approved budget by the Board of Directors.

3. Regular Audits and Reviews:

   Regular internal and external audits are crucial to review and verify the accuracy of financial records and the effectiveness of internal controls.

   a. Financial records will be reviewed once per year by a Chartered Professional Accountant and presented at the annual general meeting.

Definitions

A **purchase** is the act of acquiring an asset, good, service, or property by paying money or another form of valuable consideration. It represents a basic financial transaction where value is transferred from a buyer to a seller.

An **asset** is any resource owned or controlled by the Association that has economic value and is expected to provide a future benefit.

Goods and **services** are the physical items and non-physical tasks that are bought and sold to meet the needs and wants of the Association. **Goods** are physical objects you can touch, while **services** are helpful actions or work done by others.

Property refers to any tangible or intangible asset that has a monetary value, can be owned legally, and contributes to the Association's net worth. Key forms include real estate, cash and investments, and physical equipment.

NOVA SCOTIA
THERAPEUTIC RECREATION
ASSOCIATION

Policy:	Financial Control - Cash Transactions
Approved By:	NSTRA Board 2025
First Accepted On:	June 4, 2025
Last Reviewed:	
Review Approved On:	

Policy

To ensure proper controls are in place to accept cash transactions.

Purpose

Cash transactions have the potential to pose a serious risk for NSTRA. Mitigating the risk associated is critical. It is key that NSTRA members /staff ensure that monies earned/collected are used solely to further the NSTRA's mission, vision and values. The preferred financial transactions traditionally are conducted via cheque, e-transfer, and credit card (i.e. membership, CEU, conference/workshop payment fees). Implementation of a controlled cash process will help secure a foundation of trust amongst the NSTRA membership that ensures transparency and accuracy.

Procedure

1. The Treasurer or designated members/staff will adhere to implementing proper internal controls and enforce controls to secure cash transactions and handling.
2. All members /staff will be taught the process for implementing controls over cash transactions and the handling of cash for deposit by the Treasurer or designee.
3. If a cheque is received in relation to an event, it is to be made out to "Nova Scotia Therapeutic Recreation Association."
4. A cash float will be requested from the Treasurer at least 7 days prior to the event and will be a minimum of $30 to a maximum of $150.
5. Cash transactions will only occur during fundraising events, unless otherwise approved by the Board of Directors.
6. Duplicate receipts must be provided for all cash transactions.
7. Cash denominations up to and including $ 20.00 Canadian currency are acceptable.

Foreign Currency is not to be accepted and any denomination more than $ 20.00 will not be accepted.

8. There must be at least two members/staff involved in cash transactions.
9. There will be an approved pre-determined limit of members/staff who have access to cash.
10. There must be a locked cash box(es) for securing all cash.
11. Cash box(es) must be reconciled at the beginning and end of the event and members/staff assume all responsibility for all cash transactions including reimbursement of any missing funds.
12. There must be reconciliation of tickets/items sold to cash receipts at the end of the event. Cash and paperwork used to reconcile must be secured safely in the care of the Treasurer or appointed designate.
13. Cash receipts are to be deposited within 24 hours of the end of a fundraising event by the Treasurer or designated signing officer of the Association.
14. It is recommended that a digital form of cash transaction, such as a “Square” / “PayPal”, be available to implement contactless in-person transactions, for fundraising events only. For the procedures aforementioned to be implemented, the device must be connected to an Association owned device, i.e. NSTRA laptop.

Required Resources:

Appendix: Fundraising Cash Report

Locking Cash Box

Receipt Book – carbon copy minimum 2 pages

Fundraising Cash Report

Date:	
Name of Fundraiser:	
Completed by:	Name of Collector 1.
	Name of Collector 2.
Treasurer or Signing Authority Designate Name:	

Dollar Amount	Number of Bills	Total Amount
$5.00		$
$10.00		$
$20.00		$
$50.00		$
$100.00		$
Subtotal		**$**

Coin Amount	Total Amount
$2.00 x	$
$1.00 x	$
$0.25 x	$
$0.10 x	$
$0.05 x	$
Subtotal Coins	

Total number of cheques	
Subtotal Cheques	**$**

Subtotal Square Transactions	**$**

Subtotal Amount - Coins	$
Subtotal Amount - Bills	$
Subtotal Amount - Cheques	$
Subtotal Amount - Square Transactions	$
Total Bank Deposit	$

- Please attach all receipts or documentation supportive of this event.
- Cheques received are to be photocopied and added to this report.

Collector 1 Signature:

_X_____

Collector 2 Signature:

_X_____

Treasurer or Signing Authority Designate Signature:

_X_____

Deposit Slip Number: _____

NOVA SCOTIA
THERAPEUTIC RECREATION
ASSOCIATION

Policy:	NSTRA Credit Cards Policy
Approved By:	NSTRA Board 2027
First Accepted On:	November 4, 2026
Last Reviewed:	
Review Approved On:	

Policy

The NSTRA credit card policy ensures the utilization of corporate credit cards in a fiduciary manner.

Purpose

This policy also addresses who shall hold and use corporate credit cards; ensures checks and balances to prevent inappropriate use; reportability; and accountability.

Procedure

1. Credit cards shall be arranged by the Treasurer for both the Treasurer and a member of the President portfolio of NSTRA with NSTRA's financial institution.
2. The Treasurer shall ensure the full balance due for both credit cards is paid in full automatically upon their balance due dates.
3. The Treasurer within 45 days of the election of new officers of the Association or upon any change in the officers of NSTRA will arrange the cancellation and obtain new credit cards as applicable.
4. Credit cards are not to be used for any personal use. Failure to comply will result in immediate cancellation of the card and any expense(s) charged must be reimbursed to NSTRA within 30 days of identification by the card holder.
5. The credit cards are to be used as outlined in the NSTRA policies and procedures.
6. The credit card holders are to ensure their fiduciary responsibilities when using the NSTRA Corporation credit cards.
7. The Treasurer shall provide for review at least 4 times a year the monthly credit card statement to Board members for their review.

8. A GIC fund of $5000 must be annually renewed at time of maturity with the banking institution to assist with covering any accrued debt on either or both credit cards respectively.

NOVA SCOTIA
THERAPEUTIC RECREATION
ASSOCIATION

Policy:	Regional Zone Fundraising and Designated Funds Policy
Approved By:	NSTRA Board 2025
First Accepted On:	February 26, 2019
Last Reviewed:	April 2025
Review Approved On:	October 8, 2025

Policy

To ensure proper and consistent financial accountability of NSTRA Zones.

Purpose

The purpose of the Regional Zone Fundraising and Designated Funds Policy is to ensure proper processes for tracking fundraising and access to designated funds to each of the NSTRA Zones.

Procedure

1. There are six (6) regional Zones: Southwestern, Annapolis Valley, Northeastern, Cape Breton, Central, and South Shore.
2. Each Zone may fundraise money for the purpose of regional education or networking events. Outside hosting an Association conference, Zone fundraising initiatives must receive Board of Directors (BOD) approval.
3. The Zone Director is responsible for transfer of all monies raised to the Treasurer of NSTRA to be held in trust for their respective Zones. The Zone will hold no monies independently.
4. A Zone can request money from their designated funds. The Zone must provide the request in writing to the Treasurer for BOD approval. Funds will be distributed as requested in two options:
    a. Reimbursement for amount spent when receipts are provided and a copy of the motion by Zone members approving the spending.
    b. Cheque request for amount approved, receipts and remaining funds to be returned, and a copy of the motion by Zone members approving the spending.

The Zone Director will be responsible to submit all required documents or return unused funds to the Treasurer.

5. If in the fiscal year a Zone has depleted their designated fund, and they wish to support an educational or networking event, they may make a one-time request for up to $300.00 to support such an event.
6. A Zone must contribute to fundraising once every six years, as a host of an Association conference.



NOVA SCOTIA
THERAPEUTIC RECREATION
ASSOCIATION

Policy:	Regional Zone Governance Policy
Approved By:	NSTRA Board 2025
First Accepted On:	February 26, 2019
Last Reviewed:	November 2025
Review Approved On:	November 8, 2025

Policy

To ensure proper and consistent governance of the Zones of NSTRA.

Purpose

The purpose of the Zone Governance Policy is to guide organizational structure and accountability of the Zones of NSTRA.

Procedure

1. All persons attending a Zone meeting must be members in good standing of NSTRA.
2. NSTRA is comprised of six (6) regional Zones; Cape Breton, Northeastern, Annapolis Valley, Central, Southwestern and South Shore.
    a. Cape Breton consists of Cape Breton Island
    b. Northeastern consists of Cumberland, Colchester, Guysborough, Pictou, and Antigonish Counties
    c. Annapolis Valley consists of Annapolis, Hants, and Kings Counties
    d. Central consists of Halifax Regional Municipality
    e. Southwestern consists of Shelburne, Digby, and Yarmouth Counties
    f. South Shore consists of Lunenburg and Queens Counties
3. A Zone member must be “from” the Zone. The individual member can choose whether they prefer to identify with either the Zone they live, work, or study. This will be identified on the membership registration form or through communication with the membership director to update their profile should circumstances change during the membership year.
4. As per NSTRA by-laws, a Zone Director from each Zone will be elected at the AGM. This position will be the official liaison between the Zone and the Board of Directors (BOD).
5. Zones will meet a minimum of 4 times per year.
    a. If a Zone Director position is vacant, the BOD will seek to appoint a Zone member as per the by-laws. If no one accepts the position after three email call outs, the position will remain vacant until someone steps forward or until the next AGM.

b. If a Zone Director position remains vacant, Zone specific NSTRA events will be on hold until a Zone Director is appointed for insurance purposes, the ability to release funds to cover costs of events, etc. to remain accountable to the association.

6. Meetings will follow Robert's Rules of Order. The Zone Director will chair each meeting. The Zone Director may appoint a recording officer for each zone meeting and ensure accurate attendance is taken.
7. The Zone Director is responsible for uploading meeting minutes to the NSTRA Google Drive and is encouraged to distribute the minutes to the zone members within 10 days of the meeting.
8. The Zone Director provides regular updates at board meetings and submit BOD reports prior to the meetings as instructed.
9. The Zone Director will compile a report for submission at each Annual General Meeting.
10. Zone Director will be the liaison to the Board Of Directors in regards to Zone finances. Please refer to the Zone Fundraising and Designated Funds Policy.
11. All projects must be approved by the NSTRA Board Of Directors
12. Non-members may be invited to join one zone meeting as a non-member if curious about NSTRA.

Policy:	NSTRA Special Event Sponsorship Policy
Approved By:	NSTRA Board 2025
First Accepted On:	November 8, 2025
Last Reviewed:	
Review Approved On:	

Policy

To guide the processes when the intent is to seek general support of an organization or individual through monetary or in-kind donations, specifically for NSTRA organized events such as the Annual NSTRA Conference.

Purpose

The purpose of the sponsorship policy is to provide alternative revenues that enable NSTRA to pursue its mandate and strategic objectives including financial stability and resilience.

Procedure

1. Any interactions in which the intent is to secure funds or in-kind donations for NSTRA must have the prior written approval of the President of NSTRA and/or the Chair(s) of the applicable committee.
2. No commitment on behalf of the organization may be made by any member without written consent by the President or their designate.
3. When determining potential sponsors, consideration should occur around the alignment and consistency of the mission, vision, and values of organizations with NSTRA.
4. NSTRA does not endorse the products, services, or ideas of any sponsors, unless explicitly stated.
5. Sponsors must be provided with a timely update as to the impact of their gift and as well given the opportunity to evaluate the process of engagement and benefits from their perspective.
    a. NSTRA cannot provide tax receipts but can provide a letter of acknowledgement and gratitude.
6. All commitments must be confirmed in writing and retained in storage by NSTRA for a period of not less than 8 fiscal years.
7. The Treasurer will ensure any funds or in-kind donations received are reflected in the annual financial statements as per the advice /recommendation of NSTRA's Accountant.

Sponsorship Categories

Sponsorship titles can be amended or added to by the NSTRA Board on an as needed basis but require the policy to be updated within 60 days of Board approval. Current approved categories are as follows:

Legacy Leader - Minimum of $ 5,000.00
Diamond - $ 2,500.00 or in-kind donation
Platinum - $ 1,000.00 or in-kind donation
Gold - $ 500.00 or in-kind donation
Silver - $ 250.00 or in-kind donation
Friend of NSTRA $ 100.00 or in-kind donation

Appendix: Sample Sponsorship Letter Updated 2024

Dear [insert organization name],

The Nova Scotia Therapeutic Recreation Association (NSTRA) is pleased to be holding its [#] annual conference, [insert conference title], on [insert dates here including day of the week].

NSTRA is the only professional association for the field of therapeutic recreation in Nova Scotia. It exists as a community of recreation therapy professionals; supporting, guiding, and enhancing practices for therapeutic recreation. NSTRA focuses on advocacy to government and other organizations, education and learning, building connections within and around the profession, and standards of service and practice.

The conference is an opportunity to learn from and network with current recreation therapy students and professionals. The minimum cost to become a sponsor is $100. Any monetary or in-kind support would be most appreciated. With your generous donation, your organization's logo and/or name would be highlighted in promotional material, on social media, and at the conference venue.
An estimated audience of 150 recreation therapy professionals and students are expected to attend the event. Should you wish to become a sponsor for this event, please contact us at: conference@nstra.info

We look forward to hearing from you,

Sincerely,
The Nova Scotia Therapeutic Recreation Association Conference Planning Committee

NOVA SCOTIA
THERAPEUTIC RECREATION
ASSOCIATION

Policy:	Canadian Therapeutic Recreation Association Conference and Provincial Partners Meeting Attendance Policy
Approved By:	NSTRA Board 2025
First Accepted On:	February 26, 2019
Last Reviewed:	April 2025
Review Approved On:	October 8, 2025

Policy

The NSTRA will provide financial support to the President, or delegate to attend Canadian Therapeutic Recreation Association (CTRA) Provincial Partners meeting at the annual CTRA Conference and Annual General Meeting (AGM).

Purpose

The President's attendance at the CTRA Provincial Partners meeting at the annual CTRA Conference and AGM serves to exchange information/ideas and maintain relationships with other provincial associations and the CTRA.

Procedure

1. President or delegate must notify the treasurer at least 21 days prior to the early bird registration deadline with the intent to attend.
2. Treasurer will book return airfare, including cancellation insurance, with NSTRA credit card reflecting the most economical fares available.
3. Treasurer will book hotel accommodations with NSTRA credit card for a maximum of three (3) nights stay.
4. President or delegate will complete registration form and submit to treasurer 21 days prior to early bird registration. Treasurer will send completed registration form and check for conference fees. Only early bird registration will be covered by NSTRA.
5. President or delegate will complete travel reimbursement form and attach appropriate receipts. President or delegate will provide the treasurer with receipts for: a) ground transportation to and from airport; and food (not exceeding $50 per day, alcohol prohibited) within one month for reimbursement.
6. Total funding for President or delegate to attend conference will not exceed 25% of NSTRA's total bank balance.

7. The President or delegate is expected to attend no less than 80% of the sessions offered, the President's Meeting and AGM.
8. Upon return the President or delegate will provide a written report to the NSTRA board. A brief verbal synopsis of the Conference will also be given at the board meeting following the conference.
9. Within 14 days after the conference the President or delegate will have a conference report prepared for distribution to the members.
10. If the President is not able to attend the conference they will request a call for interest from those who wish to attend. The suitable delegate will be decided upon by a majority vote of the board of directors. The delegate will assume the same responsibilities regarding conference expectations as the President.
11. The President or delegate may spend up to $100 on a silent auction item, to be donated on behalf of NSTRA, if requested by the CTRA Board of Directors. Silent Auction items should represent local Nova Scotian business or artists. Please refer to the EDIA resource bank for approved sources or connect with EDIA Co-Chair to ensure alignment with mission, vision, and values. The silent auction item must not contain alcohol.
12. The President or delegate may spend up to $100 to support a CTRA TR Month award which is typically decided at the Provincial Partners meeting. Items should represent local Nova Scotian business or artists. Please refer to the EDIA resource bank for approved sources or connect with EDIA Co-Chair to ensure alignment with mission, vision, and values. The item must not contain alcohol.

NOVA SCOTIA
THERAPEUTIC RECREATION
ASSOCIATION

Policy:	NSTRA Conference Attendance Policy
Approved By:	NSTRA Board 2025
First Accepted On:	February 26, 2019
Last Reviewed:	April 2025
Review Approved On:	October 8, 2025

Policy

This policy applies to all delegates attending a conference of the Nova Scotia Therapeutic Recreation Association.

Purpose

The purpose of this policy is to identify conference attendance benefits for conference presenters, board members, members, and to outline a cancellation process for conferences and workshops.

Procedure

1. Conference presenters will receive a discount based on the total number of conference presenters for the session submitted. Conference presenters in good standing with the Association will qualify for a discount off the cost of a member full conference registration rate. Other presenters will qualify for a discount off the cost of a non-member full conference rate.
    a. The total discount for one (1) presenter shall be 60% off.
    b. The total discount for two (2) presenters shall be 30% off each.
    c. The minimum total discount for presenters shall be 20% off each.
2. Conference presenters who are presenting more than one session shall receive the discount as identified above based on the session with the lowest number of presenters.
3. NSTRA Board members who have fulfilled their roles on the board in keeping with the board position descriptions shall receive a discount of 75% off the early bird rate for members. NSTRA board members who have resigned within the term of office are ineligible to receive the board conference discount.
4. NSTRA Board members who are also presenting shall receive the board conference discount only.

5. “Early Bird” conference rate is offered starting 6 weeks prior to the start of the new membership year. To qualify for an early bird rate a delegate must be a member in good standing. The rate of the early bird is 15% off the full membership conference rate.
6. Full Conference rate for non-members is to adhere to the following formula:
    a. $150.00 (CTRS membership rate) + full membership conference rate.
7. Daily rate calculation for delegates is 60% of 2-day conference dependent on delegate category.
8. All delegate and presenter cancellations must be received in writing to the Treasurer at least 7 days prior to the first day of the commencement of the conference (inclusive of preconference proceedings). Cancellations received after 7 days will not be refunded however the registration can be transferred to another delegate.
9. For cancellations received six days or less before the commencement of the program, requests for refunds are assessed on a case-to-case basis. In the event of death or sickness in the family, an 85% refund of total registration fees will be provided (a letter of explanation is required to be sent to the Treasurer in strictest confidence).
10. All cancellations are subject to a $50 processing fee. Reasons for a $50 processing fee includes costs incurred for nutrition breaks, conference packages that will include conference paraphernalia, printing, name badges, etc.
11. Refunds will be issued within 30 days of written notification of cancellation by the Treasurer. All refunds will be in the form of a cheque and issued to the payee (agency or individual).
12. Non-attendance (‘no show”) counts as cancellation on the day and will not receive a refund for registration.
13. A delegate registration cannot be split amongst employees of an agency. If a delegate is only able to participate for one day of a conference, they are to register for one day of the conference.
14. Payment for each delegate registration must be received in full 14 days after date of registration. Communication will be circulated 7 days after date of registration reminding that payment is due. If payment is not received the delegate/presenter will be removed from the registration list and required to submit a new document. Payment fees may change associated to the time of the registration.

NOVA SCOTIA
THERAPEUTIC RECREATION
ASSOCIATION

Policy:	Conference Planning Profits
Approved By:	NSTRA Board 2025
First Accepted On:	January 15, 2019
Last Reviewed:	April 2025
Review Approved On:	October 8, 2025

Policy

To ensure that the association provides the regional Zone responsible for planning the annual conference a fair portion of the profits. Conference planning may impact the Zone representative and members' ability to fundraise for Zone specific needs. This policy clarifies the maximum amount of the conference profit the Zone is eligible to receive.

Purpose

The purpose of the conference planning profits policy is to outline the parameters with respect to the planning's Zone right to a portion of the annual conference profits.

Procedure

1. The regional Zone responsible to plan the annual conference is announced at NSTRA's Annual General Meeting.
2. The Zone responsible for planning will follow the "Regional Zone Governance Policy" when holding planning meetings.
3. The Zone responsible will follow the "Regional Zone Fundraising and Finance Policy". All monies that come into the possession of the conference planning committee will be given to and managed by the association Treasurer.
4. Following the conference, the planning Zone representative is responsible to inform the Treasurer of any outstanding payments.
5. The association Treasurer will ensure all payments are made and will finalize revenue.
6. The Treasurer will allot 20% of the conference revenue to the planning Zone's funds and will inform the regional Zone representative of same within 1 week of doing so.

NOVA SCOTIA
THERAPEUTIC RECREATION
ASSOCIATION

Policy:	NSTRA Conference Profit and Gift Allowance
Approved By:	NSTRA Board 2025
First Accepted On:	May 5, 2020
Last Reviewed:	April 2025
Review Approved On:	October 8, 2025

Policy

To ensure consistent allowance for gifts and allotment of profits to the hosting Zone and planning committee following each NSTRA conference.

Purpose

The purpose of the conference profit and gift allowance policy is to outline the specific allotment of money from the board to provide thank-you gift(s) to the conference planning committee and the allotted amount of revenue guaranteed to the hosting Zone of each NSTRA conference.

Procedure

1. Hosting Zone:
    a. The hosting Zone of the NSTRA conference will receive 20% of profits earned from that conference.
    b. Profits earned are to be spent in accordance with Zone Fundraising and Designated Funds Policy.
2. Conference Planning Committee:
    a. The board will provide a thank-you gift up to $50.00 in value to each of the conference planning committee co-chairs. Please refer to the EDIA resource bank for approved sources or connect with EDIA Co-Chair to ensure alignment with mission, vision, and values.
    b. The board will provide additional $100.00 as thank-you to the conference planning committee.
    c. All money is to be spent in accordance with current NSTRA finance policies.
    d. Money cannot be used to purchase alcohol.

NOVA SCOTIA
THERAPEUTIC RECREATION
ASSOCIATION

Policy: NSTRA Awards Policy

Approved By:	NSTRA Board 2025
First Accepted On:	May 5, 2020
Last Reviewed:	April 2025
Review Approved On:	October 8, 2025

Policy

To ensure a consistent recognition process for annual NSTRA awards.

Purpose

The purpose of the NSTRA Awards Policy is to ensure a consistent process for nomination and selection of award recipients.

Procedure

1. NSTRA will annually honor members who have demonstrated excellence in the following categories:

Trailblazer Award	Recognizing members of NSTRA who have shown leadership, specifically with regards to advocacy for therapeutic recreation services
Innovation Award	Recognizing members of NSTRA who have shown leadership in the form of innovative programs and initiatives
Crystal Award	Recognizing an exceptional student-member of NSTRA
Legacy Award	Recognizing a member who demonstrated commitment to the TR profession through their work or by serving on the board and/or committees, commitment to their community through volunteerism or other active engagement, and commitment to play by living an active, playful leisure lifestyle

2. Nomination:
    a. Nominations (suggested timeframe) to open in June and close in July, to allow for voting in August prior to current membership year closing.
    b. Nominees may be self-nominated or nominated by another member in good standing of NSTRA.
    c. Nominations should include a summary (500 words or less) describing why the nominee should be chosen for a specific award and can be submitted through the NSTRA website.

3. Selection:
    a. In the event more than one member in good standing of NSTRA is nominated for the same award:
        i. Members will have the opportunity to participate in an online vote facilitated by NSTRA to determine the winner.
        ii. Multiple recipients may be selected to receive the same award with preference going to an individual who has not been an award winner in the last 2 to 3 years.
4. Preparation & Ceremony:
    a. Award recipients will receive a framed certificate of congratulations.
    b. Certificates will be signed and otherwise prepared by NSTRA President and President- Elect.
    c. The awards ceremony will take place annually at the NSTRA conference or present virtually at the AGM. Ensure awards delivered when not present in-person to receive.
    d. Awards will be presented by the NSTRA President.

NOVA SCOTIA
THERAPEUTIC RECREATION
ASSOCIATION

Policy:	NSTRA Academic Achievement Award Policy
Approved By:	NSTRA Board 2025
First Accepted On:	September 1, 2020
Last Reviewed:	April 2025

Review Approved On: October 8, 2025

Policy

To ensure a consistent recognition process for NSTRA Academic Achievement Awards.

Purpose

The purpose of the NSTRA Academic Achievement Award Policy is to ensure a consistent process for nomination and selection of award recipients.

Procedure

1. NSTRA will honour a student-member from Dalhousie University and Nova Scotia Community College at the time of convocation.
    a. Academic Achievement Awards will recognize graduating students who have demonstrated academic excellence. Measures of excellence include: Grade point average, leadership in the classroom, and engagement/involvement on campus.
    b. Awards will be presented during recipients' convocation ceremony.
2. Nomination
    a. Nominees may be self-nominated or nominated by another member in good standing of NSTRA.
    b. Nominations should include a summary (500 words or less) describing why the nominee should be chosen for the Academic Achievement Award, and highlighting their work and leadership. Nominations should try to include a sample of academic work completed (Specific Program Plan, Comprehensive Program Plan, special project, etc.), when able.
    c. Nominations can be submitted through the NSTRA website.
3. Selection
    a. In the event more than one student-member in good standing of NSTRA is nominated for an Academic Achievement Award:
        i. Consult faculty member in good standing of NSTRA at the nominee's institution of learning to ensure nomination stands.
        ii. BOD based on application and consultation vote on standing nominees to select the award recipient.
4. Preparation & Ceremony
    a. Academic Achievement Award recipients will receive a framed certificate of congratulations and free NSTRA membership for the following year.

b. Certificates will be signed and otherwise prepared by NSTRA President and President- Elect.
c. Academic Achievement Awards will be presented at the recipients' convocation ceremony, awards brunch, etc. as determined in conjunction with the nominee's institution of learning.
d. Academic Achievement Awards will be presented by the NSTRA President or designate.