

## INTRODUCTION

### THE SPORT WORLD WE LIVE IN – Our Partners and Mentors

Governments and the public have a vested interest in an engaged, responsible and active sport community in Saskatchewan. While sport bodies are impacted by a number of external interests, two major ones affecting Cross Country Saskatchewan are:

1. Sport Funding sources:
  - a. Sask Sport Program Funding
  - b. Sask Sport Special Initiatives
  - c. Sponsorships

In Saskatchewan the majority of our sport funding comes from Sask Sport Inc. Sask Sport also sets expectations of sport governing bodies in the province.

2. Our national sport governing body, Cross Country Canada (CCC). CCC sets a number of sport standards under which Cross Country Saskatchewan and our Clubs operate our programs and activities.

**Sask Sport Inc.** is a Federation of provincial sport governing bodies. Sask Sport supports the sport delivery system to provide opportunities for Saskatchewan residents to participate at introduction, recreational, competitive and high performance levels. Sask Sport is licensed by the province to administer Saskatchewan's participation in the Western Canada Lottery system and lottery revenues are distributed to sport, culture and recreational bodies in the province.

All members of the sport community are mutually accountable to advance the broader interests of the sport system. Sask Sport's 2013-2016 Sport Development Strategic Plan charts a course that Cross Country Saskatchewan participates in that aims to maximize both sport excellence and the contribution sport can make to our society.

The Sport Development Strategic Plan identified five main Goal areas and ten related Outcomes. CCS and our Club activities are what will help achieve these Goals and Outcomes. These Goals and Outcomes are repeated below:

#### **Goal #1: Enhanced Participation**

**Outcome #1:** Guided by the long term athlete development stages of Canadian Sport for Life (CS4L), the number and diversity of Saskatchewan residents actively engaged as participants, athletes, coaches and officials will increase.

**Outcome #2:** First Nation and Métis populations are actively engaged in all aspects of sport participation, development and leadership.

#### **Goal #2: Enhanced Excellence**

**Outcome #3:** An increased pool of Saskatchewan athletes, coaches, officials and teams who are consistently achieving success at regional, national and international levels through ethical means.

**Outcome #4:** Key performance indicators are established to measure and evaluate the effectiveness of high performance programs.

**Outcome #5:** Increasing numbers of high performance athletes, coaches and officials from First Nations and Métis populations are engaged in high performance sport opportunities through the

recognition of their skills and abilities and supported by resources that address barriers to development and advancement.

**Goal #3: Enhanced Capacity**

**Outcome #6:** Linkages and partnerships between and among sport organizations, municipalities/local governments and educational institutions align and leverage athlete, coach and officials' development and maximize facility utilization.

**Outcome #7:** A sustainable and diversified financial resource base is in place for the ongoing development of amateur sport at all levels.

**Outcome #8:** Capable volunteers and a professional work force are required, trained and retained.

**Goal #4: Enhanced Interaction**

**Outcome #9:** Innovative partnerships and linkages align and leverage effectiveness and efficiencies at community, provincial and national levels.

**Goal #5: Sport for Development**

**Outcome #10:** Sport is used as a tool for social and economic development and the promotion of positive values.

The full Strategic Plan can be found at: [www.sasksport.sk.ca/pdf/StrategicPlan2013-2016.pdf](http://www.sasksport.sk.ca/pdf/StrategicPlan2013-2016.pdf)

The following Operations Manual aims to respond to and support the goals and obligations of Sask Sport Inc., Cross Country Canada, our Member Clubs and Club members.

## **CROSS COUNTRY SASKATCHEWAN – Who we are**

### **Role of the Association**

Cross Country Saskatchewan (CCS) is the Provincial Sport Governing Body (PSGB) for cross country skiing in Saskatchewan. Our role is the development of cross country skiing, in all its aspects, in the province of Saskatchewan

### **Vision, Mission, Values and Objectives as outlined in the CCS Long Range Plan CCS Vision**

To increase participation and promote excellence in recreational and competitive cross country skiing in Saskatchewan.

### **CCS Mission**

To work with member clubs, communities and other partners to promote and coordinate the development of cross country skiing from the introductory experience to recreational and competitive excellence through leadership, education, promotion and training.

### **CCS Values**

- Fun is a natural aspect of the sport
- Listen to the needs of the Clubs and aid in direction
- The sport is all inclusive, inter-generational and fair play based
- Promote a healthy physical & mental lifestyle
- Promote a respect and appreciation for the environment
- Encourage volunteerism as the driving force behind all clubs

### **CCS Objectives**

- To promote the development of clubs and strive towards full service clubs
- To facilitate programs/activities to increase the number of recreational and competitive participants
- To respond to direction and guidance from Cross Country Canada (CCC), Sask Sport, SASKI and from CCS member clubs
- To enhance communication and promotion of programs and initiatives
- To enhance event hosting capacity
- To promote loppets and races as provincial events
- Strive towards competitive excellence
- To represent cross country skiing at the national level with CCC, and at the provincial level with Sask Sport and SASKI

### **CCS Has Adopted True Sport Principles of Sport**

- **Go For It** – Rise to the challenge – always strive for excellence. Discover how good you can be.
- **Play Fair** – Play honestly – obey both the letter and the spirit of the rules. Winning is only meaningful when competition is fair.
- **Respect Others** – Show respect for everyone involved in creating your sporting experience, both on and off the field. Win with dignity and lose with grace.
- **Keep It Fun** – Find the joy of sport. Keep a positive attitude both on and off the field.

- **Stay Healthy** – Place physical and mental health above all other considerations – avoid unsafe activities. Respect your body and keep in shape.
- **Include Everyone** – Share sport with others. Ensure everyone has a place to play.
- **Give Back** – Find ways to show your appreciation for the community that supports your sport and helps make it possible.

## **The SASKATCHEWAN SKI ASSOCIATION (SASKI) UMBRELLA**

SASKI is the only body eligible for funding for all winter skiing from Saskatchewan Lotteries through Sask Sport. SASKI is organized into six disciplines: alpine, biathlon, cross country skiing, skiing for disabled, snowboarding and freestyle skiing. CCS operates under the administrative umbrella of SASKI. CCS was incorporated as a non-profit corporation in 1990 along with alpine and biathlon and each became responsible for its own bookkeeping and accounting to SASKI.

The structure of SASKI is:

- Each discipline president sits on the SASKI Board. The chair of the SASKI Board is filled on a rotational basis from the member disciplines.
- SASKI is the body to liaise with Sask Sport regarding political issues, funding, sport policy and delivery in Saskatchewan.
- SASKI is responsible for applying for Annual Funding including Membership Assistance Program (MAP), applying the SASKI funding formula to distribute funds to the disciplines, and collecting and recording membership registration.
- CCS is responsible for having its elected President sit on the SASKI Board.

### **Sask Sport Funding via SASKI**

SASKI funding comes from three main sources.

- The annual sport funding from Sask Sport;
  - Sask Sport allocations are based on Sask Sport criteria. Sask Sport may also make specific allocations to a SASKI sport. There is an annual follow-up report due September 1 for the past year. CCS receives annual funding from SASKI based upon a SASKI formula;
  - Plus additional funding from the PNPCG (a commission on lottery revenues paid to founding sport bodies of the current lottery system);
  - Additional program/activity grants are available from Sask Sport based on Sask Sport initiatives.
- Member Assistance Program (MAP) from Sask Sport Inc.;
- SASKI Endowment Fund – financial assistance to athletes who have left the province to further their competitive career;

CCS and SASKI follow criteria and funding principles set out by Sask Sport when submitting the annual Sport Profile.

CCS identifies that the organization is funded by Saskatchewan Lotteries on all printed and website materials with the “Saskatchewan Lotteries” logo or the “Sport is more than a game” logo.

### **Sask Sport Initiatives**

- Sask Sport develops a number of project specific program opportunities for sport governing bodies. CCS becomes involved in these projects where it is possible based upon available human resources.

## **Sport Profile**

- CCS submits an annual Sport Profile to SASKI each May. SASKI then combines it with Alpine, Biathlon, Disabled, Freestyle, Snowboarding and SASKI into one large Sport Profile and submits it as required to Sask Sport.
- An annual funding follow-up is due September 1 of each year of the financial year that was most recently audited. This is comprised of an overview of the year's previous programs and events, assessing the amount of money used in each area.
- The Executive Director compiles both documents with input as needed from Board members. Copies are then distributed to the Board when the packages are completed and submitted to SASKI.

## **SASKI Funding Formula**

- SASKI distributes the annual funding allotted from Sask Sport as well as the commission from the PNPCG (Participating Non-Profit Community Groups) and other revenues collected provincially according to a Funding Formula.
- Presently (2015) Snowboard and Freestyle are not part of the funding formula. They receive a set amount as set by Sask Sport.
- The SASKI Funding Formula: is applied to the general funds intended for use by the disciplines. That does not include the costs to operate SASKI. That cost comes off the top and what is left is applied to the Funding Formula:
  - Skiing for Disabled – 6%
  - Base (for each of the three disciplines; X-C, Biathlon, Alpine) – 4%
  - Number of Club Members – 30%
  - Number of Clubs – 30%
  - Number of Competitor Cards – 30%

## **Respect in Sport**

Respect in Sport is a commitment to creating a sport environment in which all individuals are treated with respect and dignity. Coaches have a responsibility to create a sporting environment that is free of harassment, abuse, bullying and neglect.

Cross Country Saskatchewan requires that all coaches participating in cross country skiing have completed the online Respect in Sport certification (or equivalency), as required by Sask Sport Inc. See Appendix I

## **ASSOCIATION with CROSS COUNTRY CANADA**

### **General**

- CCS is a Divisional member of the national sport organization, Cross Country Canada (CCC);
- CCS works with CCC in the general goal of furthering the sport in Saskatchewan and the country;
- CCS aligns our range of activities in the introduction (Skill Development Programs), recreational (Loppets, etc.) and competitive (officials, coaches, event, and athlete development) areas with CCC.
- CCS pays a membership fee to CCC and complies with CCC policies as required;
- CCS membership in CCC provides CCC with the following main benefits:
  - A voting position at the CCC Annual General Meeting (as our Member Clubs have within CCS)

- A voice on the District Chair meetings held during the ski season to discuss CCC and/or Regional/Division issues as they relate to the CCC relationship.
- Access to youth skill development program (SDP) material, i.e. the “Jackrabbit” program.
- Membership allows CCS Clubs that meet event hosting requirements to host CCC sanctioned events and gives our competitive skiers the right to purchase CCC Competitive license and earn “Canada Points” at home and across Canada and a relative ranking within the Canadian cross country racing community. (CPL points/rankings contribute towards our Sport funding).
- Training and certification of coaches and officials.
- Liability Insurance for CCS and all registered CCS Clubs and registered Club members.
- CCS Clubs must complete the CCC registration form annually to be a registrant with Cross Country Canada

### **CCC Liability Insurance (summary)**

CCS pays the liability insurance fee to CCC (included in the membership fee), which provides:

- Third Party bodily injury, property damage and related legal expenses
- Errors and Omissions for CCS and registered CCS Club board members
- Advertising Injury
- Tenants Legal Liability
- Medical Expenses
- Non-Owner Automobile Liability (some restrictions apply)
- Insureds and Additional Insureds include Clubs, Club members, event hosts, volunteers, officials, coaches, sponsors, landowners, representatives from CCS, SASKI acting on behalf of CCS or its Club/Club Members and CCS Directors.
- For more information: [www.ccski.com/About/Insurance..aspx](http://www.ccski.com/About/Insurance..aspx)
- Event Organizers, Program Directors and Coaches must refer to the CCC Liability limitation with respect to planned activities

### **Key CCC Policies to Comply with**

- CCC By-Laws
- CCC Privacy Policy
- Informed Consent and Assumption of Risk (waiver)
- Coach and Officials Qualification and Certification - <http://www.ccski.com/getmedia/3147dfef-fc9c-40dc-8cc8-8dcc0f6453d0/245MinMandatoryCoachingQualifications.pdf.aspx>

### **Key CCC Policies Providing Guidance to Divisions/Clubs**

- Risk Management – see Appendix M, amended to CCS
- Roller Ski Policy
- Anti Doping Policy - - <http://www.ccski.com/getmedia/7cae9edd-08e0-4781-af19-89cae4af494e/110Anti-DopingPolicy-July2013.pdf.aspx>
  - Note; this policy places responsibility on the athlete to be aware of the standards to be met.
- Competition Registration and Sanctioning
- Chain Saw Policy
- Driving Policy - <http://www.ccski.com/getmedia/05deb86e-3a93-4dad-9413-cb6abffaa367/278DrivingPolicy-April-2012.pdf.aspx>

- 12-15 Passenger Van Safety

## **ORGANIZATION of CROSS COUNTRY SASKATCHEWAN**

- As outlined in the CCS By-Laws (Appendix A), CCS is an association of Member Clubs (with voting rights) and Club Members (with no voting rights);
- The CCS By-Laws are the fundamental governing rules of CCS. The By-Laws are part of the registration process under the Non-Profit Corporations Act of Saskatchewan. The By-Laws are filed with the Corporations Branch and can only be changed or amended by agreement of voting Member Clubs as outlined in the By-Laws;
- Each year, after the Spring Meeting and elections, CCS updates our Board and positions with the Corporations Branch.

## **MEMBERSHIP**

### **Registration**

Cross Country Saskatchewan is an association of Member Clubs and Club members.

### **Club Registration**

- In 2015-16 CCC asked that clubs register with their divisions and with CCC by establishing a club profile in the online (Zone4) national registration system. There was only partial uptake by CCS clubs and a two year transition period is likely. The old registration procedure (still current for some clubs) is described in the bullet points that follow.
- Each Fall CCS with SASKI mails out a registration package to all clubs registered the previous season. The package includes all materials necessary for registering the club for the ski season:
  - CCS Club Membership Form,
  - CCC Club Registration Form,
  - CCC Insurance Certificate,
  - CCC “Insurance Manual”,
  - CCC Informed Consent and Assumption of Risk (Waiver Form);
- New Clubs are required to have a minimum of 10 members. The new Club is eligible for MAP funding in the CCS fiscal year following club formation;
- Member Clubs must register annually with SASKI, CCS and CCC by sending the required documents to CCS;
- Clubs are sent an invoice for the first half of their fees based on last year’s membership. Club fees are set by SASKI and are presently (2015-16) \$15.00 per Club member; \$75.00 for the first year for a new Club;
- Clubs may offer their members family, and other group, memberships but each individual member must be registered and pay the combined CCC/CCS/SASKI fee (\$15 in 2015)
- Clubs are to register for the year by December 31;
- Clubs with athletes registered with CCC should be registered by November 1 to permit athlete registration for CCC sanctioned races;
- Reporting to CCC is to be done by December 31 each year;
- Membership fees are to be paid by December 31 (first ½) and April 1 for the final portion based on final registration numbers.

### **Club Member Registration**

Beginning with the 2015-16 ski season CCC has created an on-line registration system which all Clubs and Club members in Canada can utilize to register for the 2015-16 season. This is optional. Registration can continue as in the past (manual paper based or prior Zone 4 on-line) if Clubs are not moving to the “new” CCC on-line system.

- CCS recommends Clubs utilize on-line registration either for full registration or compiling membership lists;
- All Club members are members of SASKI, CCS and CCC;
- Clubs are responsible for ensuring Club member registration is fully completed;
- CCS is responsible for maintaining Club member lists and information as submitted by the Clubs for CCC registration.
- Club membership is an important component in CCS annual funding. Member Clubs are requested (by Sask Sport) to include a voluntary declaration of aboriginal decent, another component in Sport funding;

### **Club Member Information and Privacy**

- The Club member information gathered includes: name, address, email address, year of birth, gender and voluntary aboriginal self declaration;
- This information is maintained by CCS as submitted by the Clubs. Club member information is provided to Cross Country Canada for membership purposes.
- Email addresses are utilized by CCS for distribution of information related to its programs and events and are not provided to other organizations for commercial purposes.
- An email distribution list is maintained for Club coaches, licensed racers and Club contacts.
- Appendix B - CCS Privacy Policy

## **GOVERNANCE**

### **Spring, Special and Annual General Meetings**

- Cross Country Saskatchewan shall hold a Spring General Meeting in April/May and the Annual General Meeting which must be held within four months of the fiscal year end (as per Non-Profit Corporation requirements). The AGM is typically held in late September.
- The Spring and AGM are open to all Member Clubs and Club members but only Clubs are eligible to vote.
- CCS informs Club members of the dates of the meetings throughout the year through the event calendar, on the CCS website.
- A “Notice of Meeting” is sent to each registered cross country ski Club a minimum of one month prior to the date of the meeting.
- Motions that are to be presented from a Club at the Spring General Meeting or AGM should be sent to the CCS office in writing a minimum of two weeks prior to the meeting for distribution. This is not meant to limit or eliminate motions from the floor, however any motion from the floor must be presented by a Club through a Board member.
- The Spring General Meeting also serves as a planning meeting for various committees for the following ski year.
  - The draft events schedule is set based on recommendations from the HP committee from bids submitted for the Sask Cup Race Series and Loppets.



- All Board members with program or committee accountability are required to submit a written report that is included in the package that is distributed for the Spring meeting and AGM.
- If a Special Meeting is called, only the business in the Meeting Notification can be discussed and acted upon.

### **By-law Amendment**

The CCS By-laws may be amended at any Annual, Spring or Special General Meeting provided that a copy of the proposed amendment has been mailed to each Member Club at least two (2) weeks prior to the meeting and provided that the amendment is approved by at least two-thirds of the votes of Member Clubs represented at the meeting.

### **Voting at Spring, Special and Annual General Meetings**

Only Member Clubs are entitled to vote on questions put to any meeting. Voting shall be in accordance with the following formula:

#### Number of Members in Club/ Number of Votes

Less than 10 = 0

10-20 = 1

21-100 = 2

101-200 = 3

201-300 = 4

301-400 = 5

401-500 = 6

501-600 = 7

601-700 = 8

701-800 = 9

801-900 = 10

901-1000 = 11

Greater than 1001 = 12

### **Club Proxy Voting**

One Club may carry the written proxy for one other Club.

### **Board of Directors**

CCS shall be governed by a Board of Directors as detailed in the Cross Country Saskatchewan Bylaws. The Board of CCS is active in many of the operational aspects of CCS as well as setting policy. All of the affairs of the Association are managed by the Board made up of elected members of the Association as follows:

- President
- Director – Youth Programs Director
- Director – High Performance Director
- Director – Officials and Coaching Development Director
- Director – Finance
- Director
- Director
- Director
- Director

(j) Past President

All positions are 2 year terms.

### **Program/Focus Areas**

The Board will allocate responsibilities to individual Directors in the following areas:

- Northern Development
- Facilities
- Sport Promotion and Club Development
- Members at Large

### **Election Sequence**

The following positions are elected on odd years (5 positions)

- A) President
- B) High Performance Director
- C) Youth Program Director
- D) Director
- E) Director

The following positions are elected on even years (4 positions)

- A) Finance Director
- B) Officials & Coaching Development Director
- C) Director
- D) Director

Should vacancies occur, the Board may appoint a replacement to be ratified at the next AGM or Spring/Special Meeting.

### **Nominations**

There shall be a Nominating Committee comprised of at least three Members of the Association responsible for presenting nominations to the annual general meeting of the Association. The committee shall meet prior to each annual general meeting to consider all nominations to the Board and if possible, to present a slate of candidates for election to the Board at the annual meeting.

The chairman and other members of the Nominating Committee shall be appointed by the Board of the Association. The chairman of the Nominating Committee shall take the chair at the annual meeting during the election of the Board and relinquish the chair only when a President has been elected.

In nominating a Member to the position of Director, the Nominating Committee shall consider the objective to nominate a director from each of the three geographic zones.

A nomination from the floor of the Spring General Meeting will be accepted but only if it is in writing, signed by two Member Clubs and has the written acceptance of the Member nominated.

### **CCS Standing Committees**

The following committees are ongoing committees of CCS:

- Coach and Officials Development – assist Clubs in developing coaches and officials (facilitating courses), managing the coach and officials data base to ensure individuals complete their program requirements. Terms of Reference are in Appendix C.
- High Performance Committee – deals with all aspects of the CCS competitive ski program - the Terms of Reference are in Appendix D
- Finance– deals with CCS Budget, Association assets and external revenue sources - the Terms of Reference are in Appendix E
- Youth Development Committee – deals with issues relating to the Skills Development Program (Bunny-rabbit, Jackrabbit and Track Attack)– the Terms of Reference are in Appendix F
- Facilities Grants – manage the Club requests for facilities funding and recommend distribution of funds. Terms of Reference in Appendix G
- Northern Development – to be a contact to promote and assist in the development of Cross Country ski programs in the north. Terms of Reference in Appendix H

### **Committees and Committee Meetings**

Where desirable and possible, committees including non-Board members may be formed to assist in programs and other initiatives. Committees are generally established to deal with issues requiring more input than the Board as a collective can do.

- Committees may be assigned throughout the year by the CCS Board.
  - Terms of Reference need to be set out for the committees,
  - Committee chairs are appointed by the CCS Board,
  - At least one Board member shall be a member of the committee as chair or co-chair,
  - Committee members are appointed based on recommendations from the committee chair.
- Committees are responsible for making plans for direct programming – chairs of committees report to the CCS Board. Budget proposals are presented to the Board for approval;
- Committees meet as specified in their Terms of Reference or as needed.

### **Board of Director Meetings**

The Board of Directors will have regular Board Meetings throughout the year as set by the present Board members. Board meetings may be face to face or conference calls. Board members unable to attend may attend by phone (teleconference). Directors attending by teleconference are deemed to be in attendance at the meeting.

### **Board Meetings**

#### Meeting Preparation:

- A draft agenda is to be emailed to all Board Members prior to the meeting;
- The Executive Director will include a current updated budget as well as a listing of revenue items received and disbursements made since the last report;
- Additional agenda items, added by Board members, need to be emailed to the Executive Director within a reasonable time for addition. Amendments to the agenda will be accepted at the beginning of each meeting;
- Program Directors should include written reports;
- Any new items may go through the appropriate Director, President or staff and then to the Board.

#### Agenda Format: (may not apply to all meetings)

- Approval of Agenda;

- Declaration of Conflicts
- Approval of Minutes from prior meeting;
- Business Arising from the Minutes;
- Director (Committee) Reports;
  - President
  - Executive Director
  - Finance
  - High Performance Director
  - Officials and Coaching Development Director
  - Youth Program Director (as bylaws and above)
  - Northern Development Director
  - Recreational and Facilities Director
  - Members at Large
- New Business
- Adjourn

Conduct of Meetings:

Unless otherwise specified in the Non-Profit Corporations Act or the CCS By-Laws the meetings of Members and of the Board will be conducted according to *Robert's Rules of Order* (current edition). See Appendix J for summary.

Quorum:

At any meeting of the Board, quorum will consist of one half or more of the Board Members presently holding office, excluding ex-officio members.

Voting:

Each elected Director including the President, in attendance or participating, is entitled to one vote. Voting will be by show of hands, orally or by electronic ballot, unless a majority of Directors present request a secret ballot. Questions (Resolutions) arising at any meeting of the Board shall be decided by majority of votes.

Past President does not have a vote.

In the event of a tie in voting, the motion will not pass.

Electronic Voting:

This policy documents the process that will be followed when an electronic vote is necessary for the Cross Country Saskatchewan Board and any Committees of Cross Country Saskatchewan.

*Policies Governing Electronic Voting*

1. E-mail votes are appropriate when the items in question are not controversial and do not require extensive background and explanation. If the President or Committee Chair believes that the item might require extensive discussion, she/he will defer voting until the next meeting. If any Board or Committee Member wishes to request that voting on a particular issue be at a regular meeting and not via e-mail, they should inform the President or Chair.

2. An electronic vote will only be conducted when time constraints arise due to the schedule of the Board or Committee that would result in a delay of necessary work or if a quorum is not reached at a Board or Committee meeting.
3. A quorum is automatically met with an electronic vote because the Board or Committee Members receive the voting notification.
4. Electronic votes must be marked as approved, not approved or with an abstention. Voting based on suggested changes cannot be counted (conditional voting).
5. Once an electronic vote has been initiated, the voting process must proceed to the voting deadline as established by the Board or Committee at the previous meeting or by the President or Committee Chair. The electronic vote cannot be stopped once it has been initiated.
6. All discussions held as part of an electronic voting process are confidential. Board and Committee members will not communicate with those outside the Board or committee pertaining to the motion during the discussion and voting period.
7. All votes completed by e-mail will be reconfirmed at the next meeting of the Board or Committee and recorded in the minutes of that meeting.

#### *Procedures Governing Electronic Voting*

- Preliminary discussion of the issue can precede a formal motion and discussion.
- Once the motion has been made and seconded, the formal discussion period will follow. Any background documents related to the motion should be distributed with the motion.
- The wording for motions must begin with the words “I move that”.
- The motion must be seconded prior to any votes being cast or discussion occurring. When the motion is seconded, the wording must begin with “I second that . . . .” followed by the original wording of the motion.
- Once the motion has been seconded, the President or Committee Chair will determine when the discussion will conclude, and will set the period during which votes must be cast. It is preferable to give not less than two working days for the discussion to remain open and if at all possible, to include weekend days.
- Major amendments to the original motion will be handled by the President or Committee Chair during the discussion and the same protocol used in item 5 will be followed to allow a discussion period of the amended motion.
- The President or Committee Chair will (on the start date specified) restate the motion, including any friendly amendments, and send a message to the Board or Committee asking that votes now be cast. The time for allowing voting will also be re-stated. Each person will “Reply to All” as follows (example format):
  - Motion to \_\_\_\_\_” I (approve/don’t approve/abstain)
- The Secretary of the Board or Committee will make and keep a record of the discussion and will count the ballots. The Secretary will follow up with those not recording a vote for the record and report the outcome to the full Board or Committee.

#### **Year Plan** (“F” designates desired face-to-face meetings)

The Board will endeavor to follow this schedule. Additional meetings may be called to address timely issues. Below is a sample Year Plan.

1. Board meetings will be scheduled as needed (possibly monthly) with a season focus;
2. Evening prior to the Spring General Meeting - **F**
3. April – Spring General Meeting with clubs, election of Board members - **F**

4. May/June/ – Review the Long Range Plan (based on the year’s experiences and forward direction). Orienteering for new Board members/ pressing summer business - **F**
5. August/early September – Budget meeting – **F**
6. Evening prior to the AGM - **F**
7. Late September – AGM - **F**
8. October – pre-season maintenance of programs
9. November – Maintenance
10. January/February – nominating committee/season issues
11. March/April –plan for the Spring meeting, nominations

### **CCS Operations Manual**

Under the direction of the Executive Director this will be reviewed each year and updated where necessary.

### **CCS Long Range Planning**

- Cross Country Saskatchewan is committed to the importance of long range planning for programming and Management of the Association.
- When identified by the Board, long range planning sessions are set up for program committees involving a variety of volunteers.
- The update to the CCS Long Range Plan is a continuous project that is the responsibility of the entire CCS Board and requires attention each year. Planning sessions and updating the Long Range Plan is scheduled for the first Board Meeting of the new Board (May/June).

### **Staff and Contract Employees**

- The Board may approve the hiring of an Executive Director, High Performance Coach, Field Workers, or other position(s) deemed necessary by the Board. The Board will designate the reporting structure.

## **FUNDING**

### **Sask Sport/SASKI Funding**

- As noted above, the bulk of our funding comes from Sask Sport via SASKI

### **Self Help – Sponsorship/Fundraising**

- CCS may sell materials in order to create revenues and/or to increase the exposure of the sport;
- CCS will work with businesses and corporations in order to partner creating revenue and/or event/program exposure for the association and the sport of cross country skiing;
- All Program areas should review their spending and work on “revenue generating” ideas to support their programs;

## **CROSS COUNTRY SASKATCHEWAN BENEFITS for MEMBER CLUBS**

### **Overview and Summary**

CCS has a clear responsibility to serve our Member Clubs and their members:

#### **From SASKI:**

- Annual Sport funding to CCS;
- **MAP** - Membership Assistance Program allows clubs to access funding for their club and membership development;
- **SASKI Development Foundation** – funding for high level athletes who have had to leave the province to advance their development.

#### From CCC:

- **Liability Insurance**- clubs are covered by a comprehensive liability insurance package through their membership with Cross Country Saskatchewan (CCS) and Cross Country Canada (CCC).
- **Coach and Officials** development courses and opportunities;
- **Skill Development Programs** (Bunnyrabbit, Jackrabbit and Track Attack)
- **LTAD Athlete Development** – skier development aligned to age and athlete specific capabilities
- **Cross Country sport promotion**
- **Elite athlete development opportunities**

#### From CCS:

- **Voting Rights** - member clubs have the power to determine the future of skiing in Saskatchewan.
- **Club Program Event/Athlete Funding**
  - **Facility Grants** – equipment, trail and facility upgrades
  - **Sask Cup, Provincial's and Loppet Grants**
  - **Professional Services Grant**
  - **Athlete Assistance**
  - **Event Grant**
  - **Access to advanced coaching services**
- **Coach and Officials Programs**- club members can register for any coach or officials clinic for which they are qualified that CCS offers. Certification would occur upon successful completion of the program requirements.
- **Youth Programs Benefits** -leader and coach development, event hosting grants, “Skill Development Program (SDP)” registrants receive a gift (e.g. toque or buff) and poster/booklet.
- **Development** - CCS members can participate in programs for racing, coaching, club development, track setting and grooming, leadership, instructing, and technical advances.
- **Field worker services** for club and/or program development.
- **Jeux Canada Games skis, boots, poles** – loaner equipment for event or club promotion.
- **Facilities Grants** – to assist Clubs in building and maintaining their infrastructure.
- **Sask Cup Race Series and Provincial Championships** - CCS sanctions a provincial race series with host clubs.
- **Eligibility for Sask Winter Games and Canada Winter Games** – as per technical package.
- **Loppet Series** - CCS sanctions the provincial loppet series hosted by CCS clubs.
- **Saskatchewan Nordic News** - each registered cross country member household will receive all issues of the association newsletter per season.
- **Publications** - every cross country member can receive: Multifaceted information available and posted online through the CCS website.
- **Education** - workshops are held for clubs and members only.
- **Publicity** - CCS can arrange website info or media releases about provincial and club events during the season.

- **Sport Promotion** – CCS banner for promotional events, CCS merchandise for purchase.
- **Sponsorship benefits**- CCS continually solicits individuals and the business community for sponsor benefits.
- **Volunteer Recognition** – CCS will give volunteer recognition award(s) as they become established.

## **DETAILS OF THE BENEFITS FOR MEMBER CLUBS**

### **Member Assistance Program (MAP)**

- As a benefit for registration with SASKI/CCS - clubs are eligible for financial assistance in the following CCS fiscal year of membership with the association. MAP is a grant program from Sask Sport that SASKI applies for on behalf of its member clubs each year in the Sport Profile.
- MAP money comes to SASKI as one component of the annual funding from Sask Sport.
- SASKI is eligible for a certain amount of MAP funding according to a formula set by Sask Sport.
- SASKI has detailed criteria for clubs to follow when applying for MAP funding from SASKI. Applications and information are mailed to every registered club in good standing (no outstanding fees) each June. Applications for funding are due to SASKI by Aug 15 of each year. Applications include detailed spending plans of the projects for which MAP funding will be used.
- All clubs are eligible and the amount of funding provided to clubs is based on the amount of applications received by Aug 15 each year.
- SASKI reviews all applications, ensuring that they comply with the detailed project criteria and then inform clubs of the amount of funding they will receive.
- Clubs are sent one half of their approved funding in September, and the other half after the project has been completed and a MAP funding follow-up has been filed by the club (with receipts for expenses). Clubs are required to financially support the project a minimum of 25% of the total project cost.
- SASKI MAP Criteria is available from the CCS website – Clubs and Benefits/Funding and Grants

### **Saskatchewan Nordic News**

- To provide the membership with an effective communication tool - The Saskatchewan Nordic News
- Two issues are published and distributed both electronically and as paper copies per season.
- Articles are collected from various sources by the newsletter editor. Coaches, Board members, club members, volunteers, etc., are invited to submit articles, highlights, pictures for all issues.
- Distribution is to all member households.
- The newsletter is also posted to the website.

### **Youth Program Benefits**

- As the main initiative to promote cross country skiing to youth in Saskatchewan, CCS will promote the formation and implementation of the Skill Development (Bunny Rabbit, Jackrabbit and Track Attack) Program in ski clubs.
- The Skill Development Program is a CCC national program delivered in Saskatchewan by CCS clubs.
- CCS will offer and promote coach development courses within the province
- CCS will support higher level coaches to travel to out of province courses as required and approved.



### **Skill Development Program Supplies**

- Cross Country Saskatchewan will supply all clubs and youth groups with the necessary Skill Development program materials. Clubs pay the costs as detailed below.
- CCS will send out an order form to all clubs. When orders are returned to CCS, orders are sent to clubs as requested.
- Shipping costs are added to the cost to club. Invoices are sent out after the materials are sent to the club (to accurately know the shipping costs).

### **Club Development, Youth Programs and Field Staff**

- Cross Country Saskatchewan may hire casual staff to work on snow with existing clubs and youth/adult groups throughout the ski season, and with potential new ski clubs to promote the sport of cross country skiing.
- Field staff are paid an hourly rate on snow, a driving rate per hour, and expenses as detailed under "expenses". Field Staff are hired from an application process in the Fall.

### **Trail Development Courses**

- Trail development courses may be offered each year and run based upon club interest
- The Facilities Director will identify which type of course to run:
  - a) Trail and Facility Development
  - b) Track Setting and Trail Grooming
- The courses will be organized in cooperation with a facility, the volunteer responsible and staff. All course participants are charged a fee on a cost recovery basis.

### **On Line Ski Trail Inventory**

- Cross Country Saskatchewan will endeavor to gather and maintain a list of cross country ski trails and facilities in the province and make the information available to the membership and the public via their website.
- Information will be gathered from a variety of sources including: SPRA, clubs who maintain their own trails, provincial parks, National parks, groups and communities who maintain trails, City offices, municipal governments.
- The responsibilities are that of The Recreational Skiing and Facilities Director with staff will undertake these responsibilities.

### **Loppet Series**

- The High Performance Committee will maintain and update the Loppet event criteria.
- Loppet bids will be reviewed by Facilities and Recreational Skiing Director.
- The present criteria are distributed each spring with event bid information. The Criteria are described in the Loppet Bid form.

### **Professional Development**

- Cross Country Saskatchewan may from time to time provide professional development for volunteers and/or staff in order to do the work assigned by the Board.
- As identified - the volunteer or staff member involved will participate in a workshop/course/session to upgrade skills required to do a specific task as set out in planning or the Annual Sport Profile.
- CCS will endeavour to communicate to our clubs professional development opportunities offered via CCC and Sask Sport Inc.

- CCS encourages clubs to familiarize themselves with information on the Club Excellence website.

### **Volunteer Recognition**

- Cross Country Saskatchewan is a volunteer driven organization and volunteers play an important role.
- CCS has awards that identify and recognize people for their efforts in cross country skiing in Saskatchewan.
- Each spring there are retiring Board Members. The Executive Director is responsible for ensuring a thank-you gift is presented at the Annual Awards Celebration to those volunteers.
- More "awards" to recognize individuals, groups, or clubs may be developed in the future.

### **Facilities Grants**

#### Basic Grants

- Facility Grant applications are provided to Clubs, to be submitted by May 31.
- Grant requests are reviewed under the Guidelines in Appendix K
- Grant payments will be made with 1<sup>st</sup> ½ mid July and 2<sup>nd</sup> ½ April 30, based on a follow-up report and receipts.

#### Exceptional Circumstances

The Exceptional Circumstance Grant is a grant administered by the Facility Director to a club or clubs that have experienced some form of unforeseen and unusual circumstance during the year such as fire or theft that is not covered by the clubs insurance. An application is submitted to CCS and forwarded to the Director of the Facility Grant who will review it and ask the Board to vote on the recommendation. Funds would then be dispersed or not, depending on the result of the vote.

#### Retro-Active Option

Circumstances may occur, within a Club, during the ski season that were not anticipated at the time of submitting a grant application. In these circumstances if the Club is eligible for a grant (did not apply or the application was below the maximum) the Club may apply for coverage of these retro-active expenses in the next round of grant applications. All other guidelines apply – limits, frequency, etc.

### **Jeux Canada Games Equipment**

- CCS has an inventory of a limited supply of skis, boots and poles, across age groups for Clubs to use in development events;
- Clubs can book the equipment (1-2 week periods, subject to demand);
- Equipment is shipped to the Club via Sask Transportation and returned the same way, or forwarded to the next Club;
- Transportation costs are covered by CCS;
- The equipment may be used by CCS fieldworkers to promote cross country skiing in schools and communities in the Province.
- See Appendix L

### **DIRECTOR RESPONSIBILITIES**

## **PRESIDENT**

- Responsibilities**
- Call and chair Board and General Meetings
  - Act as ex-officio member of all CCS committees
  - Represent CCS at SASKI and CCC Level
  - Prepare a final report at year end with recommendations for the following season
  - Act as signing officer of CCS

- Duties**
- Provide guidance to the Board and staff in day to day administration of CCS
  - Coordinate implementation of CCS Long Range Plan
  - Coordinate budget preparation amongst Directors and staff
  - Speak on behalf of CCS
  - Work with Directors and staff on actions in the Long Range Plan under Operational Management/Organizational Development

- Term**
- Two-year term
  - Upon completion, the President passes on notes and info to the replacement
  - President follows this term as Past President for one full term.

## **PAST PRESIDENT**

- Responsibilities**
- Attend all Board and annual meetings

- Duties**
- Coordinate provincial volunteer recognition

- Term**
- Two-year term
  - Upon completion, the Past President passes on notes and info to the replacement

## **FINANCE DIRECTOR**

- Responsibilities**
- Attend Board and annual meetings as called
  - Prepare financial reports to present at Board and annual meetings
  - Prepare a final report at year end with recommendations for the following season
  - Act as a signing officer
  - Manage the CCS Risk Management Policy

- Duties**
- Keep full and accurate books of accounts
  - Provide to the Board an account of all transactions and the financial position of the Association
  - Assist in the preparation of the annual budget
  - Provide analysis of financial information as required
  - Follow the long range plan with actions included and initiated under the Finance section of the Long Range Plan
  - Report Risk Management issues to the Board

- Term**
- Two-year term
  - Upon completion of term, the Finance Director pass on notes and info to replacement

## **COMPETITION – HIGH PERFORMANCE DIRECTOR**

- Responsibilities**
- Attend Board and annual meetings as called
  - Ensure the Terms of Reference in Appendix D are carried out
  - Prepare reports for Board and annual meetings
  - Assist in the preparation of CCS annual budget with respect to Competition Programs
  - Prepare agenda for and chair program group meetings at the Spring and/or AGM
  - Present an events schedule including the Loppet schedule for approval at the Fall AGM
  - Prepare a final year end report with recommendations for the following season
  - Chair High Performance Committee meetings

- Duties**
- Call all competition meetings as required
  - Formulate CCS positions on CCC competition issues
  - Update the Sask Cup Rules annually, as needed
  - Solicit bids for the Loppet Series and recommend acceptance as per criteria
  - Maintain provincial awards system for race series
  - Update the Competition section of the Long Range Plan annually
  - Follow the Long Range plan with actions included and initiated under the competition section
  - Assist and encourage the development of certified club coaches
  - Work with and support the Technical Coordinator

- Term**
- Two-year term
  - Upon completion of term, the Competition Director passes notes and info on to replacement

## **OFFICIALS & COACHING DEVELOPMENT DIRECTOR**

- Responsibilities**
- Attend Board and annual meetings as called
  - Maintain a list of current and active coaches and officials
  - Prepare reports for Board and annual meetings
  - Assist in the preparation of CCS annual budget with respect to Coaching and Officials programs
  - Prepare agenda and chair program group meetings at AGM
  - Prepare final report at year end with recommendations for the following season
  - Sit on the High Performance Committee and attend HPC committee meetings

- Duties**
- Assist in the coordination of officials and coaching courses
  - Notify current active coaches and officials of “update requirements” to maintain status
  - Help facilitate “update and progression” opportunities for current or prospective coaches and officials
  - Act as the CCS rep to the CCC Technical contact
  - Publicize rules and technical changes with the competition committee
  - Coordinate acquisition and allocation of CCS timing and official related equipment for events
  - Update the Coaching and Officials Development section of the Long Range plan annually
  - Follow the Long Range plan with actions included and initiated under Officials and Coaching development

- Term**
- Two-year term
  - Upon completion of term, Officials and Coaching Development Director passes on notes and info to replacement

## **NORTHERN DEVELOPMENT**

- Responsibilities**
- Attend Board and annual meetings as called
  - Prepare reports for Board and annual meetings
  - Prepare a final year end report

- Duties**
- Report to CCS the programs and initiatives in the north and with the Ski Fit North Program
  - Maintain involvement with the Northern Sport, Recreation and Culture District and their recreation coordinator programs

- Term**
- Two-year term

## **YOUTH DIRECTOR**

- Responsibilities**
- Attend Board and annual meetings as called
  - Prepare reports for Board and annual meetings
  - Assist in the preparation of CCS annual budget with respect to Youth Development Programs
  - Prepare agenda for and chair program group meeting at AGM
  - Prepare a final written report at year end with recommendations for the following season
  - Maintain regular contact with Board and staff

- Duties**
- Coordination of CCS and CCC Youth Programs
  - Promote the formation of Jackrabbit clubs
  - Maintain regular contact with Jackrabbit clubs to encourage development of programs and ordering supplies
  - Update section of Long Range Plan annually

- Follow the Long Range Plan with actions included and initiated under the Youth Programs section

**Term**

- Two-year term
- Upon completion of term, Youth Programs Director passes on notes and info to replacement

**FACILITIES DIRECTOR**

**Responsibilities**

- Attend Board and annual meetings as called
- Prepare reports for Board and annual meetings
- Assist in the preparation of the CCS budget with respect to Facilities
- Prepare agenda for and chair program group meeting at AGM
- Prepare a final report at year end regarding duties assigned
- Maintain regular contact with the Board and Staff

**Duties**

- Assist and encourage CCS club development programs (non-competitive skiing, new club, lessons, waxing & learn to clinics, how to buy skis, boots, etc)
- Update the Facilities section of the Long Range Plan annually
- Update the Facilities section of the CCS website at least annually
- Follow the Long Range Plan with actions included and initiated under Facilities

**Term**

- Two-year term
- Upon completion of term, Facilities Director passes on notes and info to replacement

**PUBLIC RELATIONS DIRECTOR (currently [2016] not active)**

**Responsibilities**

- Attend Board and annual meetings as called
- Prepare reports for Board and Annual Meetings
- Assist in the preparation of the CCS annual budget with respect to Newsletters
- Maintain CCS sport promotion initiatives
- Prepare a year end report with recommendations for the following season

**Duties**

- Coordinate the development of the CCS newsletter
- Maintain media contacts for Clubs to report race and events
- Any other PR duties as assigned or as per the Long Range Plan

**Term**

- Two-year term
- Upon completion of term the PR director will pass on note and info to replacement

## **RISK MANAGEMENT and RELATED INITIATIVES**

### **Introduction**

As the provincial sport organization that governs cross-country skiing in Saskatchewan, CCS recognizes that there are risks inherent in all facets of our governance, program delivery and business operations.

CCS is committed to managing risks to the organization and to its clubs and individual members. We take the safety, well-being and satisfaction of our members and participants seriously. While we are not averse to taking organizational risks and pursuing beneficial opportunities, we will do so thoughtfully and in an informed manner.

Our Risk Management Policy is Appendix M. The Risk Management Matrix is Appendix V

### **Vulnerable Sector Checks**

CCS has a policy that all Club coaches and officials working with youth need a Vulnerable Sector check. These should be updated on a 2 year basis. There should be no cost to the volunteer or the Club. Appendix N gives samples of the information volunteers should take for the check. The information below outlines the process.

Volunteers and coaches working with vulnerable members of society such as children, the elderly or persons with disabilities may need to complete a vulnerable sector (VS) check. A VS check is designed to protect vulnerable Canadians from dangerous offenders by uncovering the existence of a criminal record and/or a pardoned sexual offence conviction and is recommended as part of an overall employment or volunteer screening process. The results of the check can help to determine whether an individual is suitable to work in positions where they will be in close contact with vulnerable people.

A VS check is initiated by the local police in the jurisdiction where you live. Not all paid or volunteer positions require this type of check, so your prospective employer or organization should tell you what information you need to bring with you for police to start the check.

The police will use the Canadian Police Information Centre (CPIC) system as well as their own database to conduct a background search based on your name, gender and date of birth. If your gender and date of birth match to a pardoned sex offender record, you will be asked to provide fingerprints to confirm your identity. Be assured that:

- This is not an accusation of criminality: Prints are used to confirm your identity only
- Your fingerprints will be destroyed after 90 days - when the check is complete. As with all civil checks, the RCMP does not keep your prints on file and they will not be searched for future purposes

Further information is available at: <http://www.rcmp-grc.gc.ca/cr-cj/vulner/index-eng.htm>

### **Sask Sport Dispute Resolution Policies and Procedures Program**

CCS has adopted the Sask Sport Dispute Resolution Policies and Procedures Program. It is intended to provide a fair hearing of disputes, whether arising from allegations of harassment or other misconduct, team selection, employment or other issues. Components of this program are the Code of Conduct, Conflict of Interest Policy, Alternate Dispute Resolution Policy, Appeal Policy, Discipline and Complaints Policy and the Complaints and Appeals Supplement. These documents can be found in Appendices O through T.

## **UPDATE AND MAINTENANCE OF THE OPERATIONS MANUAL**

Cross Country Saskatchewan will maintain the Operations Manual regularly as changes are implemented. All Board Members are required to maintain policies that have an impact on the programs they are responsible for. Updates to the Operations Manual must be approved by the CCS Board and will be posted on the CCS website. Policies and procedures that are governed by SASKI or Sask Sport policies and procedures are not to be revised without the approval of the governing organization.

Every effort will be made to communicate changes to the Operations Manual that impact clubs, club members, athletes, coaches, officials and/or volunteers within a reasonable time. As a minimum, updates will be outlined at the Spring Meeting and the Fall AGM.

## **FINANCIAL MANAGEMENT**

### **Budget**

Cross Country Saskatchewan's annual budget is developed in August/September with Board input and presented at the fall AGM for approval by the membership.

### **Accounting Procedures**

- The CCS fiscal year is June 1 - May 31.
- Payments:
  - All payments require an invoice or bill attached to a cheque request.
  - The cheque request is reviewed by the Executive Director to ensure it conforms to CCS policy. If all is in order the Executive Director initials the form and prepares payment. See Expense Form **Appendix R**
  - All expenses are dealt with as they are submitted and co-signer availability.
  - At year end, when a current year expense will be paid in the following fiscal year, an Accounts Payable item is set up in book-keeping.
- Revenues:
  - All revenues are recorded and deposited on a regular basis.
  - At year end, when a current year receivable will be received in the following fiscal year, an Accounts Receivable item is set up in book-keeping.
- Book-keeping is done on an on-going basis using Quick Books.
- The Bank account is reconciled monthly.



- Updates of the Budget along with payments and receipts over the past month are forwarded to Board members on a monthly basis and reviewed at the next meeting.

### **Invoicing**

- Cross Country Saskatchewan will invoice for services and materials when required.
- Normal invoicing is to Clubs for Jackrabbit supplies, coach/officials clinics, training camps and competitions (Nationals, Westerns, other out of province)
- All invoices will be issued out of the CCS office.
- All invoices are maintained manually by the Executive Director and when outstanding for over two months, a second notice is sent.
- Accounts Receivables are set up as the invoice is prepared.
- Invoices outstanding for more than 2 months at the end of our fiscal year will be brought to the Board to determine recovery action to be taken.

### **Signing Authority**

- As required for Non-Profit organizations, CCS requires that two signatures are on every cheque payable from CCS.
- The Executive Director arranges for any changes of signers at the Bank. Cheques are written by the Executive Director and signed by one other Board member with signing authority, preferably the Finance Director.
- All signers are bonded by SASKI with other signers for all other disciplines.

### **Over and Out of Budget Expenses**

- Any expenses over or outside of the budget are to be cleared prior to expenditure by the Chairperson through the Executive Director;
- Should expenditures arise that are not identified in the approved budget or that exceed the approved expenses for a program or project by more than \$1,000 they must be pre-approved by the CCS Board to ensure that CCS does not go off track with spending;
- Should situations come up where CCS is in a difficult financial situation of under-funding (revenue forecasts or over budget in a number of areas), all expenses over \$500.00 need to be pre-approved. The existing Board will implement this policy if required.

### **Expenses**

CCS Expenses fall into two main categories:

- Program expenses billed to CCS or charged to the CCS credit card,
- Expenses incurred by volunteers or staff and which are reimbursable.

Program expenses charged directly to CCS are coordinated with the Executive Director prior to incurring the expense. These expenses are monitored by the Executive Director to ensure program allocations are within budget.

Expenses incurred by staff and volunteers are subject to the Volunteer Reimbursement Policy, **Appendix S**.

- Expenses will be reported on correct forms - by trip. See **Appendix R**.
- Original receipts are required and are to be attached to expense forms.

- Invoices are to be dated and clearly state the item required for payment.

### **Special Order Equipment and Other Items**

- CCS requires a 50% non-refundable deposit on any and all special items ordered on behalf of Members through CCS.

### **Audit**

- SASKI is the official body and maintains a financial statement on behalf of all disciplines, there is one audit of SASKI.
- Cross Country Saskatchewan provides all financial records for the year as well as requested information from the auditor and SASKI accountant for the annual audit. The annual audit is done in July of each year, requiring all financial details to be up to date ending May 31.
- SASKI selects the auditor at the SASKI AGM in the Fall of each year.
- The previous audit is received at the Fall AGM.

### **Investments**

- From time to time CCS may invest retained earnings in Term Deposits or Money Market Funds (normally with our Bank provider) when there is a funding surplus as deemed appropriate by the CCS Board.
- When the need arises, a recommendation from the Finance Committee will be made to the CCS Board to invest a surplus of funds.

### **Banking**

- The banking of Cross Country Saskatchewan shall take place at the T.D. Canada Trust main branch in down town Regina.
- As agreed in 1994, the T.D. Canada Trust bank charges no fees- per cheque or monthly for regular banking for Cross Country Saskatchewan as a non-profit organization.
- The Executive Director will maintain a relationship with the bank.

## **OFFICE OPERATIONS**

### **Office Operations**

- Cross Country Saskatchewan operates an office in space that is contracted by SASKI. It is accessible to all CCS members. CCS pays a portion of the cost of operating this office based on a SASKI cost allocation formula.
- The office is generally open Monday to Friday- 8-30am-4:00pm.
- The office is presently located in the Administration Centre for Sport Culture and Recreation in Regina, 1860 Lorne Street.
- The storage space in the Administration Centre is paid for by SASKI and holds equipment and supplies for all skiing disciplines. CCS pays a portion based on a SASKI formula.
- CCS also has offsite storage for larger items (skis, manuals, etc)
- The office is equipped with a computer, printers, fax modem, filing cabinets, program materials, event equipment, supplies, and promotional items.

- CCS maintains an account with the Administration Centre for Sport Culture and Recreation where all administrative functions are billed directly to CCS: photocopy, printing, mail, fax (for receiving), payroll fees, admin fees, SNN printing and distribution, board room rental, other admin costs as incurred.

### **Supplies & Inventory**

- Cross Country Saskatchewan maintains a stock of program and administrative supplies and inventory.
- A materials inventory (Jackrabbit, Coaches Manuals, and Provincial Medals) list is maintained annually. A stock of required program materials is maintained regularly.
- A stock of required administrative supplies is maintained regularly.
- Postage charges (general) are incurred by CCS.
- Presently, a depreciation account is not being operated to accumulate funds to replace any equipment.

### **CCS Equipment for Use by Clubs or Programs**

CCS maintains the following equipment items that need to be pre-booked through the Executive Director:

- Race Equipment:
  - Electronic timing equipment (normally stored in Saskatoon)
  - Race Bibs, CCS Race Banner (normally stored in Regina but should move from race to race until end of season)
  - A wax box for use at events like WWestern Canadian and National cross country ski championships, Norams and Canada Winter Games
- Jeux Canada Games Equipment (for use by Clubs or ski development projects)
  - 25 pairs of classic skis, poles and multiple boot sizes
  - 21 pair of skate skis and poles and multiple boot sizes
- Cross Country Saskatchewan's event promotion banner.

### Terms of Use (Appendix L):

- A fee may be charged based on the equipment required.
- The lending period can be up to two (2) weeks but may be shorter depending upon demand.
- CCS will endeavour to accommodate as many requests from across the province as possible.

### **Insurance**

- SASKI maintains an off-site insurance policy to cover non-office items that are used by volunteers/staff for CCS. This includes the CCS race timing equipment, race banner, Promo Banner, Jeux Canada Games equipment, race bibs.
- Coverage for office contents including computers, manuals, storage equipment, office supplies, files, electronics (office), etc. is provided under the rental agreement with the Administration centre for Sport Culture and Recreation.
- Annually, CCS provides a list of equipment to SASKI to maintain a current list and replacement cost for the insurance company
- A list of office inventory and storage items is reviewed by the Board every 2 years and provided to Sask Sport when requested (every two - three years)

## **HUMAN RESOURCES AND OFFICE OPERATIONS**

The CCS Executive Director is a shared position. The principal employer is SASKI. Other SASKI disciplines use the services of the position. As such, much of what is outlined below is not entirely applicable as SASKI sets most of the conditions of employment and CCS participates in covering our allotted costs. The information below would apply to any sole CCS employee or contractor.

### **Employees – Job Descriptions and Contracts**

- Cross Country Saskatchewan will have complete job descriptions and written contracts for all staff.
- Executive Director: job description and contract is to be reviewed annually with President (with input directed to the President from Board Members). Both are kept on file in the CCS office. Copies are supplied to all Board members - included in Orientation Package. The Executive Director reports to the President
- See **Appendix T** for Executive Director Job Description
- Provincial Coach/Team Coach: job description and contract reviewed for content and details regularly by the High Performance Committee and submitted to the CCS Board for approval. The Coach reports to the High Performance Director with program details who keeps the President updated; and to the President with "work time reports". All reports are kept in the CCS office.

### **Salary Schedules**

Staff of Cross Country Saskatchewan will review their contracts annually with their supervisor at the same time of the annual job evaluation.

Presently - Salary adjustments follow the Sask Sport adjustment policy. CCS shared costs of the SASKI employee are based on a SASKI formula.

### **Employees - Hiring**

- Cross Country Saskatchewan may from time to time hire staff to work for the association.
- Applications are invited to the position with a deadline. Applicants are reviewed by the Committee involved, the President and the Executive Director. Applicants are contacted for interview/discussion.
- The successful applicant(s) is sent the appropriate contract and job description as well as payroll forms, (If applicable);
- Unless on straight contract, employees of Cross Country Saskatchewan are paid through the Administration Centre for Sport Culture and Recreation payroll department. All payroll policies required by law are followed.
- Employees on the payroll - are paid direct through the Administration Centre.
- Contract employees are paid per hour/day/week (according to contract) by CCS.

### **Employees Evaluation**

All staff of CCS will be evaluated during or immediately following their employment with CCS.

Office Staff: All volunteers who work with the staff person are sent an evaluation form to fill out and return to the appropriate supervisor. The supervisor collects the written evaluations, and reviews them and a self evaluation form with the staff person. They discuss accolades and points to improve on and

all evaluations are then filed in the CCS office. All office staff are evaluated annually. See Appendix U for evaluation form.

Provincial Coach/Team Coach- athletes, coaches and, where appropriate, CCS Board members are sent an evaluation form to complete. All evaluations are collected and combined in report form by the High Performance Director. The evaluations and the coach's self evaluation are then reviewed by the High Performance Director and the coach. They discuss accolades and points to improve on and all evaluations are then filed in the CCS office. The coach is evaluated annually. See **Appendix V** for evaluation forms. (Samples)

### **Employees Supervision and Reporting**

All CCS staff are assigned a supervisor to work with during their employment. The staff are responsible for reporting to the volunteer Director as determined in the employment contract and between the staff and the volunteer.

As detailed in the employment contract, the employee is required to report on activities on a regular basis. All employees are required to fill out a work report indicating work time, sick time, holidays, and overtime (if applicable) monthly.

### **Employees Sick Leave**

Cross Country Saskatchewan full time employees earn sick leave at 1 1/4 days per month. Sick days can accumulate to a maximum of 20 days. Sick days are not paid out at the end of a contract or at termination of employment.

An employee with a period of three consecutive sick days may be required to provide a doctors certificate.

Sick days are to be reported in the monthly staff work reports.

Sick Days are to be taken for illness only.

### **Employees – Holiday Pay**

Cross Country Saskatchewan employees (not on contract work) will accumulate holidays at a minimum rate of 1 1/4 days per month as determined in the Contract. Holidays are to be accumulated and reported monthly in the staff work reports.

CCS staff may earn holidays at a different rate - dependent on the contract amount and the details in the contract which require the employee to take the holidays within the contract dates.

Stat. Holidays follow Sask Sport schedule

### **Employees – Leave Without Pay**

CCS may consider a request for leave without pay for a period of up to one month, depending upon the time within the Association's season. If granted, efforts will be taken to secure administrative support from outside sources for the duration of the leave.

### **Employee – Compassionate Leave**

CCS will consider a request for compassionate leave of up to one week **for direct family members (spouse, child, parent, grandparent, sibling, mother/father-in-law)**. The employee will continue to receive benefits of pay and benefits. Compassionate leave will not be deemed to be holiday time.

### **Employees – Overtime**

Details of overtime for staff of CCS varies according to the employment contract.

Office staff are required to work 35 hours/week- work over and above this is time-off to be taken in lieu.

Coach – would be based on the contract.

### **Employees – Probationary Period**

Following the SASKI policy, CCS full time employees are under a probationary period for the first three months of employment during this time, the employee is ineligible for benefits under the Sask Sport Group Benefits Plan.

Following the three month probationary period, the employee will be evaluated by the supervisor with input from other Directors. The evaluation is reviewed with the employee. If there are no problems, the employee is put on the Sask Sport Group Benefit Plan.

### **Employees – Benefits**

Staff of Cross Country Saskatchewan have the option of being involved in the Sask Sport Group Benefit Plan offered through the Administration Centre for Sport Culture and Recreation following the probationary period. Details of the Plan: medical expenses coverage, dental care, long and short term disability.

Paperwork is required from the Administration Centre. The costs of the plan are shared between the employee (1/3) and the employer (2/3). The complete package of the program is on file in the CCS office.

### **Employees – Dismissal**

Dismissal details are included in the Cross Country Saskatchewan employment contract.

Generally:

The Employer and Employee agree that the Employment Agreement may be terminated by the Employer:

- a) for cause without notice at any time or,
- b) upon written notice to the Employee or,
- c) immediately at the option of the Employer, upon written notice in the event that funding to the Employer is reduced or terminated by its funding body or if the Employer ceased to exist.

In the event the Employer terminates the employment of the employee without cause, the Employee shall be entitled to notice, or pay in lieu of notice, of one week for each full or part year of employment unless the Employee is entitled to a longer period under the Labour Standards Act in which case the Employee shall receive the longer period.