SASKATCHEWAN ROWING

POLICY MANUAL

Policy Manual

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10-00 Committee Structure (A-2022-05-10)

Approved: May 10, 2022

1. The Standing Committees of the Board, as specified in Article 8 of the Bylaws, are:
    a) the Finance Committee,
    b) the Executive Director Evaluation Committee (Executive Committee), and
    c) the Governance Committee.
2. The Board may strike an Executive Committee consisting of the President, the Vice-President, the Treasurer and the immediate Past-President, as allowed in Article 8.1.4 of the By-laws.
3. The chair of each Standing Committee shall be a Director appointed by the Board in accordance with Article 8 of the Bylaws.
4. The members of each Standing Committee shall be Directors or other Saskatchewan Rowing members appointed by the Board in accordance with Article 6 of the Bylaws.
5. In addition to the Board Committees, the Association, under the direction of the Executive Director, may have the following Operational Committees:
    a) Programs/Regatta Committee,
    b) Development Committee
    c) High Performance Committee
    d) Fundraising/Events Committee,
    e) Other committees as may be determined from time to time by the Executive Director.
6. The chair and members of each operational committee shall be appointed by the Executive Director in consultation with the Board.
7. Directors may be appointed as chairs or members of the operational committees, but in such capacities are acting as regular volunteers and not as Directors.
8. The Executive Director or a staff member designated by the Executive Director may be the chair of each operational committee.

Each operational committee chair reports to the Executive Director who, in turn, shall be responsible for communication to the Board.

10-10 Executive Committee (A-2022-05-10)

Approved: May 10, 2022

1. The Executive Committee consists of the President, Vice-President, Treasurer, and the immediate Past-President, specified in Subsection 5.1 of the Bylaws as the officers of the Association. The Executive Director shall be a resource person to the Executive Committee.
2. The Executive Committee shall deal with issues arising that need an immediate decision where convening a meeting of the Board is impractical.
3. Decisions deemed significant by the Executive Committee shall require the participation of the entire Board.
4. The Executive Committee will inform the Board of any decisions it has reached between meetings noting the exceptional circumstances that required the immediate decision.

5. The Executive Committee will be responsible for completing the Evaluation of the Executive Director per the Staff Evaluation Policy 80.

10-20 Governance Committee (A 2022-04-10)

Approved: May 10, 2022

1. The Governance Committee shall consist of up to three members of the board and may include appointed and elected members. The Executive Director shall be a resource person to the Governance Committee.
2. The purpose of the Governance Committee is to develop and recommend SRA's approach to good governance, support and oversee Board Member recruitment and review and recommend policy that will lead to organization effectiveness.
3. Subject to the powers and duties of the Board, the Governance Committee will:
    a. At least every two years, review the governance framework including the by-laws and written policies and advise Board regarding:
        i. areas of concern;
        ii. best practices;
        iii. recommend changes at least 60 days prior to the Annual General Meeting; and
        iv. any proposed amendments shall be discussed by the Board prior to being circulated to the membership no less than 15 days prior to the Annual General Meeting.
    b. ensures appropriate structures and procedures are in place to allow the Board to function effectively;
    c. annually reviews the composition of the Board as a whole and recommends changes, if necessary, to ensure the desired Board makeup includes the appropriate balance of knowledge, experience, skills and diversity;
    d. works with the Governances Committee to identify any gaps that should be filled in new board Member candidates
    e. ensures programs are in place for new Board Members orientation and ongoing professional development;
    f. assumes other related responsibilities as assigned by the Board.
4. The Governance Committee meets at least 2 times per year. Additional meetings may be held as deemed necessary by the Committee Chair.
5. The Committee reports to the Board by distributing high-level summary at the next Board meeting. The summary details what the Committee has been working on, what the Committee is brining forward for discussion or approval, and what is coming up on the Committee's agenda.
6. The Committee may engage independent advisors when it deems necessary, subject to the approval of the Board.

10-30 Finance Committee (A-2022-05-10)

Approved: May 10, 2022

Finance Committee detailed in Policy 30-00.

10-40 Staff Evaluation Committee (A-2022-10-25)

Approved: October 25, 2022

Staff Evaluation Policy detailed in Policy 80-00.

10-50 Organizational Meeting of the Board (A-2022-05-10)

Approved: May 10, 2022

1. The Organizational Meeting of the Board of Directors shall be held immediately following the election of Directors at the Annual General Meeting of Saskatchewan Rowing.
2. The Annual General Meeting will be called to recess to conduct the requirements of policy 10-35.
3. A majority of Directors (exclusive of *Past President*) constitutes a quorum at the Organizational Meeting.
4. The agenda of the Organizational Meeting shall consist of:
    a. election of the President,
    b. election of the Vice-President, and
    c. election of the Treasurer.
5. The Executive Director or, in the absence of the Executive Director the staff member designated will record the minutes of Board meetings, shall call the Organizational Meeting to order and act as Chair for the election of the President as follows:
    a. the Chair shall call for nominations,
    b. each Director nominated must accept the nomination, either in person or by prior written consent,
    c. any nomination not accepted in accordance with Subsection 4(b) is null and void,
    d. when three calls for nominations produce no further nominations, the nominations shall be deemed to cease, and
    e. if a vote is required, the vote shall be by secret ballot. In such a case, the directors nominating the candidates shall act as scrutineers.
6. Once the election of the President has been completed, the President shall, if present at the meeting, take the Chair position.
7. The Chair shall then conduct the election of the Vice-President using the procedure outlined in Sections 4 and 5.
8. If the President has not already taken the Chair, the Vice-President shall, if present, take the Chair. In the absence of both the President and Vice-President, the Board of Directors shall elect a *pro tem* chair.
9. The Chair shall then conduct the election of the Treasurer using the procedure outlined in Sections 4 and 5.
10. Directors who are absent for the above elections may vote by text message or email, within a specified time (for example, 10 minutes or less).

10-60 Board of Directors (A-2022-05-10)

Approved: May 10, 2022

A. Meetings of the Board of Directors

1. A majority of directors (exclusive of *Past President*) constitutes a quorum at a meeting of directors.
2. The Board of Directors shall meet at the call of the President, or the Vice-President if the President is unavailable, and at least quarterly each year on the third Thursday of the months of June, September, January, and April.
3. Notwithstanding Section A.2, a meeting of the Board of Directors may be called by a majority of the Directors at any time.
4. A meeting of the Board of Directors may be face-to-face or by conference call or video conference, or a combination thereof. Such meetings shall be considered a regular meeting.
5. The President shall preside or in the absence of the President, the Vice-President shall preside. In the absence of both the President and Vice-President, the Board of Directors shall elect a *pro tem* chair.
6. The President, or the Vice-President if the President is unavailable, may call for a vote on a motion by e-mail if time constraints or the lack of availability of Directors for a regular meeting so requires. In such a case the Executive Director shall keep a record of the e-votes, and the motion and results shall be presented as part of the minutes at the next regular meeting of the Board. To be passed by e-vote, a majority of the Directors must vote in favour of the motion.
7. Notwithstanding Section A.6, if any two Directors object to the call for a vote on a motion by e-mail on the grounds that they are of the opinion that further in-person discussion is required, a vote on that motion shall be tabled until a regular meeting of the Board is held, or until such objection has been withdrawn, whichever comes first.

B. Notice of Directors' Meetings

1. Should a special meeting be required, every director shall be given by email or otherwise at least five days notice of every meeting of directors.
2. A director may waive notice of a meeting by attendance at that meeting or, if not in attendance, by so stating by e-mail, telephone or otherwise.

C. Other Provisions

1. Any Director absent from two consecutive meetings of the Board of Directors shall cease to hold office in the Saskatchewan Rowing Board of Directors unless excused by the President either prior to or following the absences.
2. Any Director in violation of the Conflict of Interest Guidelines, as outlined in Article 13 of the Bylaws, shall have the opportunity to be heard at a meeting of the Board of Directors to explain his/her position. If the explanation is not satisfactory to the Board of Directors, the Director who is in violation may be removed from office by a majority vote of the Board.

10-70 Annual General Meeting (A-2022-05-10)

Approved: May 10, 2022

1. The Annual General Meeting (AGM) of the Members shall be held in mid to late June of each year. The business of the AGM shall include the election of directors, the consideration of financial statements and the auditor's report. At the AGM, the order of business shall be as follows:
    i. Reading of notice calling the meeting
    ii. Adoption of minutes of Previous AGM
    iii. Presentation of reports
    iv. Review Audit/Appointment of Auditor
    v. Unfinished business
    vi. Election/appointment of directors
    vii. New business
    viii. Adjournment
2. The time and place of the meeting shall be decided by a majority vote at a Board of Director's meeting. Notice of the meetings shall be made known to all SRA Rowing Club Executives in good standing at least thirty (30) days in advance of the meeting.
    i. Privileges
    ii. All SRA members present and in good standing will be entitled to one (1) vote on matters put to them
    iii. Supporting members shall have no voting privileges
    iv. Voting shall be by show of hands
    v. No proxy voting shall be recognized
    vi. In the event of a tie, the presiding Director at the meeting shall be entitled to exercise a second or casting vote.

20-00 General (A-2022-05-10)

Approved: May 10, 2022

2. Saskatchewan Rowing exists to satisfy the objectives outlined within its bylaws.
3. A combination of paid staff, volunteers and directors are required to help Saskatchewan Rowing achieve its objectives in the most optimal manner possible.
4. Each of these key stakeholders fills critical roles in achieving this success and must operate within the parameters of their role within a volunteer-based organization.
5. A collaborate and cohesive environment is critical to ensure everyone's talents are most effectively used.

20-10 Director Conduct (A-2022-05-10)

Approved: May 10, 2022

1. The key responsibility for the individuals on the Board of Directors is to provide governance and strategic direction to Saskatchewan Rowing.
2. Governance and management are two distinctly different activities.

3. Governance is focused on setting the strategic course of the organization and outlining the policies, rules and regulations that the organization is to follow.
4. Management is focused on executing the day-to-day activities of the organization and follows the strategic direction established.
5. All Directors must understand and ensure they fulfill their responsibilities properly.
6. All Directors must understand and adhere to the conflict of interest provisions set out in Article 13 of the Bylaws.
7. At times, Directors may also act as volunteers to support the Association's activities. While challenging, it is critical that these Directors understand their roles as volunteers. This means they must not override the decisions being made by those individuals who are managing an event or situation.

20-20 Volunteer Conduct (A-2022-05-10)

Approved: May 10, 2022

1. Various events and activities of Saskatchewan Rowing require volunteer assistance.
2. Volunteers support Saskatchewan Rowing's activities by working at regattas, officiating events, coaching, driving, attending meetings, and the like.
3. Within their roles, volunteers will report to a designated person responsible for the activity within which the volunteer is working.
4. Volunteers, outside of the Board of Directors, report to the Executive Director, Chair or designated staff personnel.

20-30 Employee Conduct (A-2022-05-10)

Approved: May 10, 20222022

1. The Executive Director shall be responsible for managing the operations of Saskatchewan Rowing and reporting to the Board of Directors through the President.
2. While the other Saskatchewan Rowing staff may work with various committees to fulfill their roles, they formally report to the Executive Director.
3. These reporting relationships must be respected to ensure the efficient and effective operation of Saskatchewan Rowing.
4. Management of Saskatchewan Rowing has boundaries and the staff of Saskatchewan Rowing must ensure they do not undertake decisions or actions that may conflict with the policies and bylaws of Saskatchewan Rowing or the strategic direction determined and outlined by the Board of Directors.

20-40 Public Statements (A-2022-05-10)

Approved: May 10, 2022

When Saskatchewan Rowing's Directors or staff members are attending meetings, core service workshops, training sessions, press conferences, or the like and are asked to provide public statements or answer questions on behalf of Saskatchewan Rowing, the following guidelines shall apply:

1. Any Director or staff member may respond to statements or questions that are readily defined in policy.

2. Statements or questions requiring an interpretation of a policy, an opinion of the Board or an opinion of Saskatchewan Rowing will be referred to a member of the President or the Executive Director.
3. In the absence of those listed in 20-40 2, another member of the Board of Directors may respond.

20-50 Attendance at External Meetings (A-2022-05-10)

Approved: May 10, 2022

For attendance at an international, national, regional or local meeting on behalf of Saskatchewan Rowing, the following shall apply:

1. If the meeting relates to policy, a Director and required staff shall attend.
2. If the meeting relates to administrative matters only, staff members shall attend.

20-60 Confidentiality (A-2022-05-10)

Approved: May 10, 2022

1. Directors and employees of Saskatchewan Rowing shall not disclose, divulge, or make accessible confidential information belonging to, or obtained through their affiliation with Saskatchewan Rowing to any person other than to persons who have a legitimate need for such information and to whom Saskatchewan Rowing has authorized disclosure.
2. Directors and employees shall use confidential information solely for the purpose of performing services as a trustee or employee of Saskatchewan Rowing.
3. At the end of a Director’s term of office or upon the termination of an employee's, volunteer's, or contractor's relationship with Saskatchewan Rowing, he or she shall return, at the request of Saskatchewan Rowing, all documents, papers, and other materials, regardless of medium, which may contain or be derived from confidential information, in his or her possession.
4. This policy is not intended to prevent disclosure where disclosure is required by law.

30.00 Finance Committee (A-2022-05-10)

Approved: May 10, 2022

The Finance Committee shall be responsible for:

1. monitoring adherence to financial policies as established by the Board,
2. monitoring the financial performance of the Association,
3. developing and updating internal controls to protect and monitor the assets of Saskatchewan Rowing,
4. consulting with Saskatchewan Rowing's auditor on the auditor's report and recommendations, ensuring recommendations are implemented in an appropriate and timely manner, and
5. reporting to the board and membership on financial performance and the audit report at the Annual General Meeting.
6. recommending for approval to the Board the budget as prepared by the Executive Director.

30.10 Signing Authority (A-2022-05-10)

Approved: May 10, 2022

1. The signing officers of Saskatchewan Rowing shall be the Executive Director and at least two members of the Board of Directors, designated by the Board.
2. With the exception of credit cards controlled by the Association, at least two signatures shall be required on all negotiable instruments and bank withdrawals.

30.20 Budget (A-2022-05-10)

Approved: May 10, 2022

1. The Finance Committee shall be responsible for overseeing the budget process.
2. Assuming a fiscal year of April 1 to March 31, the following timelines shall be adhered to in completing the budget process for internal management purposes:
    a) **November 15** – The Executive Director shall provide the Finance Committee with the first draft of the operating budget for the coming year.
    b) **December 30** - The Finance Committee shall have finalized their review of the operating budget and shall be prepared to recommend the budget to the Board of Directors.
    c) **January 15** - The Board shall review and give final approval to the budget.
3. The Executive Director shall be responsible for the completion of the budget and managing the day-to-day operations of the organization within the approved budget.

30.30 Funding Applications (A-2022-05-10)

Approved: May 10, 2022

1. Applications for funding to be paid to Saskatchewan Rowing shall be prepared by the Executive Director and will be submitted to the Finance Committee for information.
2. The Executive Director shall report on successful and unsuccessful grant applications, the status of pending applications, grants not applied for, and opportunities for new grants.

30.40 Financial Management (A-2022-05-10)

Approved: May 10, 2022

1. The Executive Director shall be responsible for preparing a quarterly financial summary showing a comparison of actual results for the quarter and on a year-to-date basis to be presented to the Board.
2. For months not coinciding with quarterly reporting, the Treasurer shall receive financial statements no later than the end of the following month.
3. The Treasurer, in consultation with the Executive Director, shall take any necessary corrective action upon review of the monthly and/or quarterly summary.
4. A preliminary budget shall be presented to the Board with supporting detail. The Board shall approve or amend the budget.
5. The Executive Director shall have the authority to move expenses within the approved budget as long as the total approved expenditure is not exceeded and as long as the strategic objectives of the Board are being met. If either of these conditions are not being met, the Executive Director shall seek the approval of the Board.

30.50 Investments (A-2022-05-10)

Approved: May 10, 2022

A. Application

This policy applies to the Reserve Fund, policy 1.70, of Saskatchewan Rowing. The Reserve Fund includes all funds held by Saskatchewan Rowing:

1. that are not required for normal operating expenses.

B. Purpose

1. The purpose of the policy is to provide investment guidelines and performance objectives for the investment of the reserve funds.

C. Objective

The overarching principles of the Saskatchewan Rowing Investment Policy are:

1. to preserve capital,
2. provide capital liquidity to deal with unanticipated demands.

D. Guidelines

1. The Executive Director, in consultation with the Finance Committee, shall be responsible for investing surplus funds of Saskatchewan Rowing, ensuring resources are available to meet ongoing operating needs.
2. To manage risk, a lower percentage (no more than 10%) of the reserve funds may be invested in equities with the majority invested in GIC's.

E. Reporting and Review

3. On an annual basis, following review by the Finance Committee, the Investment statement including a complete portfolio review shall be presented to the Board of Directors by the Executive Director.
4. A review of this Investment Policy shall be conducted annually.
5. The quarterly statement of the portfolio review will be provided by the Executive Director to the Finance Committee.

30.60 Reserves (A-2022-05-10)

Approved: May 10, 2022

1. The Association shall build into its annual operating budget an amount to be allocated to reserves that is not less than 1% of the Association's annual Sask Sport funding.
2. This allocation shall continue until such time as the reserve reaches the annual Sask Sport funding amount.
3. Once this amount has been attained, the annual allocation shall be adjusted to ensure an amount equal to or greater than the annual Sask Sport funding is maintained in reserves.
4. Reserves allocated for this purpose shall be accounted for separately from general operating funds.
5. Once the reserves reach the annual Sask Sport funding amount, the interest received from the investments may be utilized in the annual budget for programs and services.

30.70 Expense Claims (A-2022-05-10)

Approved: May 10, 2022

1. 'Reasonable expenses' are defined as meals, travel, accommodations, telephone and other costs approved by the Executive Director incurred while conducting business on behalf of the Association and to which the individual is not otherwise entitled to reimbursement by another organization.
2. Expense rates apply to board members, staff, coaches, officials and/or approved volunteers representing the province.
3. Expense rates shall be reviewed by the Finance Committee as appropriate.
4. Any recommendations for change shall be presented to the Board for consideration.
5. Expense claims shall be submitted on a timely basis by individuals listed in #2 above.
6. Submission(s) should be made following each occurrence or at least on a monthly basis.
7. Mileage rates for business will be adjusted and applied as follows:

a) Ordinary usage – 50.78¢/km per the Government of Saskatchewan mileage rates
b) Towing – 61.00¢/km per the CRA business mileage rate for towing

8. Eligible meal expenses shall be recognized as follows:
   a) Tips and out-of-pocket items are included within the per diem allowance.
   b) A person must leave home before 8:00 AM to be eligible to claim breakfast and arrive home after 7:00 PM to be eligible to claim dinner.
   c) In-province and out-of-province per diem meal allowances shall be recognized at the rates specified on the Expense Report approved by the board.
9. Eligible accommodation expenses shall be as follows:
   a) The representatives of the Association shall exercise good judgment when selecting hotels, balancing appropriateness with economy.
   b) Expenses shall be reimbursed based upon receipted cost.
   c) Individuals who do not stay at a hotel and stay at a local residence shall be eligible to claim up to $25 per day to purchase a thank you gift, to a maximum of $100.
10. Other eligible expenses shall be as follows:
    a) Other expenses may be reimbursed, if the Executive Director has approved them prior to the expenses being incurred and only if appropriate receipts are provided.
    b) If the Executive Director is unavailable, the Finance Chair or a member of the Executive Committee may approve the expense report.
11. The Executive Director's expense claims shall be approved by a signing authority. This signing authority should be the same person through the course of a year.
12. The claimant is offered the option of turning some or all of the claim back to the Association through the Sport Legacy Fund to receive a tax receipt. The claimant must sign the expense claim form and have it approved by the Executive Director.

30.80 Credit Cards (A-2022-05-10)

Approved: May 10, 2022

1. Credit cards controlled by Saskatchewan Rowing may be provided to the Executive Director and any employee designated by the Executive Director.
2. Credit cards shall only be used for expenses incurred by Saskatchewan Rowing.
3. In the use of any Saskatchewan Rowing credit cards, any benefits accruing from card reward programs from any source as a result of Saskatchewan Rowing business shall belong to Saskatchewan Rowing and shall be used to reduce expenses.

30.90 Professional Services (A-2022-05-10)

Approved: May 10, 2022

1. The Finance Committee shall be responsible for review and recommendation of the accounting firm used to provide audit services for Saskatchewan Rowing. The recommendation of the Finance Committee will be approved by the Board before consideration by the Annual General Meeting.

2. Formal approval of the auditor shall be made at the Annual General Meeting.
3. As part of the review, the Finance Committee shall tender Saskatchewan Rowing's audit services and professional services (legal, etc.) as needed/required and no less than every 5 years.
4. The Finance Committee, in consultation with the Executive Director, shall review on an annual basis all other services provided to Saskatchewan Rowing (not limited to legal, banking, investment, services and the like).

30.100 Membership Fees (A-2022-05-10)

Approved: May 10, 2022

1. The Board of Directors shall set all affiliation fees through the budget approval process in Policy 1.30 in consultation with Rowing Canada Aviron.

30.110 Inventory (A-2022-05-10)

Approved: May 10, 2022

1. The Executive Director shall be responsible for ensuring an annual inventory count is performed on the equipment and/or merchandise.
2. The inventory report shall include detail as to the quantity, condition and replacement value of all items, and identify any missing items.
3. A current inventory list shall be maintained at the office to indicate when equipment is signed out, by whom and the date returned.

40-00 Grants (A-2022-05-10)

Approved: May 10, 2022

1. Saskatchewan Rowing annually distributes assistance to member clubs through a variety of grants.

40-10 MAP Grant (A-2022-05-10)

Approved: May 10, 2022

1. MAP stands for Membership Assistance Program.
2. MAP Funding will be used for grassroots or club level sport development of existing clubs in good standing with the Sask Rowing Association (SRA).
3. Saskatchewan Rowing annually distributes MAP grants provided through funding from the Saskatchewan Lotteries Trust Fund. The SRA wishes to acknowledge & recognize the support that is received from the Saskatchewan Lotteries Trust Fund in regards to this grant.
4. The Executive Director and/or staff designate is responsible for the operation of the MAP Program.

a. Eligibility

To be eligible for MAP funds, clubs or probationary clubs must meet the following criteria:

- Be an SRA club member in good standing. Only SRA member clubs may apply for MAP funding.
- Complete one application (spending plan) http://www.sasksport.sk.ca/pdf/funding/MAP_Application.pdf
- Provide a minimum of 25% self-help for each project

b. Eligible Requests

Preference will be given to projects that aim to increase the club's membership, as well as efforts to increase the profile of rowing and increase the quality of rowing activities in the club.

Any project which has a demonstrable benefit to the participants, the club, the community and the sport of rowing will be considered.

Sample Projects:

- Learn To Row Courses
- Open House at Rowing Facility
- Workshop or Conference
- Host a Regatta
- Purchase of Club Equipment
- Instructor/coach/officials clinics
- Instructor/coach summer employment

c. Ineligible Requests

MAP funds are to be used to support community and club-level sport development. Therefore, expenditures within the following areas are ineligible for support:

- Expenditures for which other **grant** dollars have been used. Two different grants cannot be used to pay the same dollar of expense, whether the grant comes from the Trust Fund or any other granting agency.
- Cash prizes.
- Social events (barbecues, lunches, etc.).
- Research projects or feasibility studies.
- Out-of-Province travel.
- Provincial or University CIS team expenses.
- Other expenses deemed as ineligible as identified by the SRA.

d. Application Procedure

- Correctly fill out a MAP Application & Spending Plan form: http://www.sasksport.sk.ca/pdf/funding/MAP_Application.pdf and email to skrowoffice@gmail.com

- MAP Applications & Spending Plans must be received no later than **June 30th** of the current fiscal year.

e. Review & Payment Process:

The Executive Director in consultation with the Finance Committee will review MAP applications and spending plans.

- Considerations will include: value of the project to the club and rowing community, availability of funds, ability to generate self-help, history of club in conducting rowing programs that generate new members.

- Clubs shall be notified of successful or unsuccessful applications no later than **July 15th**, of the current year. All other applicants will be notified upon review of the application.

- For approved applications, 50% of the funds will be forwarded with this notification.

f. Follow-Up Procedure:

- Submission deadline for the MAP Grant Follow Up report shall be no later than **December 31st**, of the year in which the grant was provided.

- Follow-up report forms are available at:
  http://www.sasksport.sk.ca/pdf/funding/MAP_Followup.pdf
  or by contacting the SRA office.

- Follow-up reports must include receipts or other appropriate documentation to verify the expenses for which MAP funds were used.

  Documentation (receipts) to verify expenses can take various forms but should at a minimum:
    - Indicate name of recipient (person or business) of the funds

- Describe goods or services provided for payment
- Disclose the amount of the payment
- Include the date that the goods/services was purchased (must be within the MAP grant year)
- Include third party verification (supplier logo on an invoice, signature of the recipient on an expense claim, or in the rare case where there is no other backup documentation, a copy of the cheque, with the bank clearing stamp on the back)

NOTE: Legible copies of documents for financial accountability (ie. receipts, cancelled cheques, invoices, expense claims, etc.) are acceptable. Original documents are not necessary for submission to the PSGB but should be maintained by the member club/team submitting the MAP grant follow-up report.

- Completed follow-up reports, including receipts should be returned by email to skrowoffice@gmail.com

- Upon completion of the project and submission of a completed Follow up report, including receipts, the SRA will forward the remaining 50% of approved funds to the applicant.

g. Returns

i. Funds will be required to be returned to the SRA if a project as described in the application and spending plan is not carried out OR if a follow-up report is not submitted or completed OR if adequate or appropriate receipts are not provided with the follow-up report.

ii. The SRA reserves the right to reallocate MAP funds if applications or follow-up reports are not submitted by the deadlines noted above.

40-10 Club Coach Assistance Program Grant (A-2022-05-10)

Approved: May 10, 2022

1. CCAP stands for Club Coaching Assistance Program and is a program that will be reviewed on an annual basis.
2. CCAP funding will be used to support clubs with high performance coaching where there is no designated HP program.
3. The program runs from September 1 to March 31.
4. The application deadline is July 1 and notification will happen no later than August 15. The application form can be found here: (link to website once approved)
5. Review & Payment Process
   a. The Executive Director in consultation with the Finance Committee will review CCAP applications and spending plans
   b. CCAP allowable expenditures include:

i. Salaries, wages or honoraria for coaches, admin required to increase membership

ii. Promotions, marketing and advertising to develop new or sustain current programming

iii. Costs associated with the creation and/or adoption of new approaches in delivering club programming (i.e peer learning, professional development, networking, resource, knowledge and data sharing)

iv. Other proven needs. (i.e. ergs)

6. Reporting
    a) Success of this program needs to be demonstrated through measurable factors including membership number increase, retention or coach development. Additionally, an area that may not result in increased membership, but is still valuable outreach is reaching out to marginalized populations.
7. Follow-Up Procedure

- Submission deadline for the CCAP Grant Follow Up report shall be no later than **March 15th**, of the year in which the grant was provided.

- Follow-up reports must include receipts or other appropriate documentation to verify the expenses for which CCAP funds were used.

  Documentation (receipts) to verify expenses can take various forms but should at a minimum:
    - Indicate name of recipient (person or business) of the funds
    - Describe goods or services provided for payment
    - Disclose the amount of the payment
    - Include the date that the goods/services was purchased (must be within the CCAP grant year)
    - Include third party verification (supplier logo on an invoice, signature of the recipient on an expense claim, or in the rare case where there is no other backup documentation, a copy of the cheque, with the bank clearing stamp on the back)

  NOTE: Legible copies of documents for financial accountability (ie. receipts, cancelled cheques, invoices, expense claims, etc.) are acceptable. Original documents are not necessary for submission to the PSGB but should be maintained by the member club/team submitting the MAP grant follow-up report.

- Completed follow-up reports, including receipts should be returned by email to skrowoffice@gmail.com

- Upon completion of the project and submission of a completed Follow up report, including receipts, the SRA will forward the remaining 50% of approved funds to the applicant.

8. Returns

    a) Funds will be required to be returned to the SRA if a project as described in the application and spending plan is not carried out OR if a follow-up report is not submitted or completed OR if adequate or appropriate receipts are not provided with the follow-up report.

    b) The SRA reserves the right to reallocate CCAP funds if applications or follow-up reports are not submitted by the deadlines noted above.

50-00 Privacy Policy (A-2022-06-12)

Approved: June 12, 2022

This Policy applies to directors, officers, employees, committee members, volunteers, coaches, contractors, and other decision-makers with Saskatchewan Rowing in the case of personal information that is collected, used or disclosed in connection with any commercial activity.

50-10 Definitions (A-2022-06-12)

Approved: June 12, 2022

The following terms have these meanings in this Policy:
a) Acts – Freedom of Information and Protection Privacy Act
b) Commercial Activity - any particular transaction, act or conduct that is of a commercial character
c) Organization - includes an association, a partnership, a person, an unincorporated association, a trust, a not for profit organization, a trade union and a corporation.
d) Personal Information - any information about an identifiable individual, but does not include an employee's name, title, business address or telephone number.
e) Representatives- Directors, officers, employees, committees, members, volunteers, coaches, contractors and other decision makes with Saskatchewan Rowing.

50-20 Obligation (A-2022-06-12)

Approved: June 12, 2022

At Saskatchewan Rowing, we respect the privacy needs of our valued customers, members and partners. The following Privacy Policy outlines what specific information is collected by Saskatchewan Rowing in what manner, and how it is used, in compliance with the implementation of the Acts. When personal information is supplied to Saskatchewan Rowing it is used for the purpose for which it was collected (e.g. replying to you regarding a question you asked, registering for a program or course, etc.).

Statutory Obligations - Saskatchewan Rowing is governed by the Acts in matters involving the collection, use and disclosure of personal and personal health information.

Additional Obligations - In addition to fulfilling all requirements of the Acts, Saskatchewan Rowing and its Representatives will also fulfill the additional requirements of this Policy. Representatives of Saskatchewan Rowing will not:
a) Disclose personal information to a third party during any business or transaction unless such business, transaction or other interest is properly consented to in accordance with this policy;
b) Knowingly place themselves in a position where they are under obligation to any person to disclose personal information;
c) In the performance of their official duties, disclose personal information to family members, friends or colleagues, or to organizations in which their family members, friend or colleagues have an interest;
d) Derive personal benefit from personal information that they have acquired during the course of fulfilling their official duties with Saskatchewan Rowing; and
e) Accept any gift or favor that could be construed as being given in anticipation of, or in recognition for, the disclosure of personal information.
Ruling on Policy - Except as provided in the Acts, the Board of Directors of Saskatchewan Rowing will have the authority to interpret any provision of this Policy that is contradictory, ambiguous, or unclear.
Operational Procedures

50-30 Accountability (A-2022-06-12)

Approved: June 12, 2022

1. Personal Information - Saskatchewan Rowing will be responsible for personal information that is in its custody or under its control and will implement policies and practices to secure all personal information during collection, use and disclosure.
2. Employees - Saskatchewan Rowing will be responsible to ensure that the employees, contractors, agents or otherwise are complaint with the Acts and this Policy.
3. Privacy Officer - Saskatchewan Rowing will designate an individual to oversee the implementation and monitoring of this Privacy Policy and the security of personal information.
4. Duties - The Privacy Officer will:
    - **a.** Implement procedures to protect personal information;
    - **b.** Establish procedures to receive and respond to complaints and inquiries;
    - **c.** Ensure all staff implements the proper procedures to protect personal information.
    - **d.** Make his/her identity and contact information known to the public via Saskatchewan Rowing's web site and will be publicly accessible;
    - **e.** Respond to all requests and inquiries in regard to personal information;
    - **f.** Train staff and communicate to staff information about the Saskatchewan Rowing's policies and practices; and
    - **g.** Develop information to explain Saskatchewan Rowing's policies and procedures to members and the public.
5. Disclosure to Third Parties - A contract made with a third-party having access to personal information held by Saskatchewan Rowing will include a clause that ensures the third party does not breach Saskatchewan Rowing's privacy policies.
6. Information- Information will be made available to the public via Saskatchewan Rowing's website explaining privacy policies and procedures.
7. Annual Review - This Policy will be reviewed annually by the Privacy Officer and necessary changes will be made to ensure the protection of personal information and compliance with the law.

50-40 Identifying Purposes (A-2022-06-12)

Approved: June 12, 2022

1. Collection - Saskatchewan Rowing will only collect information reasonably necessary for the identified purposes set out in Article 3.3 and will identify in writing the purposes for which personal information is collected at or before the time of collection. The purposes will be stated in a manner that an individual can reasonably understand how the information will be used or disclosed.
2. Notification - Before or at the time of collecting personal information Saskatchewan Rowing will notify the individual in writing or orally the purposes for which the information is collected and the name of the Privacy Officer.

3. Purpose - Personal information may be collected from prospective members, members, participants, coaches, referees, managers, and volunteers ("Individuals") and used by Saskatchewan Rowing Representatives for purposes that include, but are not limited to, the following:

    a. Name, address, phone number, cell phone number, address and e-mail address for the purpose of providing information to Saskatchewan Rowing.

    b. Nationality for statistics as required by SaskSport Inc. or Sport Canada

    c. NCCP number, education, resumes and experience for database entry at the Coaching Association of Canada to determine level of certification and coaching qualifications.

    d. Credit card information for registration at conferences, purchasing equipment, coaching manuals and other resources.

    e. Date of birth and athlete biography for media releases and to determine age group.

    f. Banking information, social insurance number, criminal records check, resume, and beneficiaries for Saskatchewan Rowing's payroll, company insurance and health plan.

    g. Collection of information related to allergies and emergency contact for use in the case of medical emergencies.

    h. Athlete information including height, dietary supplements taken, uniform size, shoe size, feedback from coaches and trainers, performance results, biography information and Saskatchewan Rowing registration number for required registration forms, outfitting uniforms, media relations, and components of selection.

    i. Athlete whereabouts information including sport/discipline, training times and venues, training camp dates and locations, travel plans, competition schedule, and disability, if applicable, for Canadian Centre for Ethics in Sport inquiries for the purpose of out of competition doping testing.

    j. Individual measurements for adjusting equipment.

    k. Body weight, mass and body fat index to monitor physical response to training and to maintain an appropriate weight for competition.

    l. Marketing information including attitudinal and demographic data on individual members to determine membership demographic structure, and program wants and needs.

    m. Passport numbers and frequent flyer numbers for travel purposes.

    n. Individuals providing their addresses or e-mail addresses to Saskatchewan Rowing will receive an advertisement from new and existing Corporate Partners, an alumni letter, a newsletter and donation request for the purpose of fundraising.

4. Purposes not Identified - Saskatchewan Rowing will seek consent from individuals when personal information is used for a purpose not previously identified. This consent will be documented as to when and how it was received.

50-50 Consent (A-2022-06-12)

Approved: June 12, 2022

1. Consent - Saskatchewan Rowing will obtain consent from individuals at the time of collection prior to the use or disclosure of this information.
2. Lawful Means - Consent will not be obtained by deception.
3. Requirement - Saskatchewan Rowing will not, as a condition of a product or service, require an individual to consent to the collection, use or disclosure of information beyond that required to fulfill the specified purpose.
4. Form - Consent may be written, oral, electronic or implied. In determining the form of consent to use, Saskatchewan Rowing will take into account the sensitivity of the information, as well as the individual's reasonable expectations. Individuals may consent to the collection and specified used of personal information in the following ways:
    - **a.** By filling out an application form;
    - **b.** By signing a form;
    - **c.** By checking a check off box;
    - **d.** By providing written consent either physically or electronically;
    - **e.** By consenting orally in person; or
    - **f.** By consenting orally over the phone.
    - **g.** by responding to electronic solicitations and/or correspondence.
5. Withdrawal - An individual may withdraw consent to the collection, use or disclosure of personal information at any time, subject to legal or contractual restrictions, provided the individual gives one week's notice of such withdrawal. Saskatchewan Rowing will inform the individual of the implications of such withdrawal.
6. Legal Guardians - Consent will not be obtained from individuals who are minors, seriously ill, or mentally incapacitated and therefore will be obtained from a parent, legal guardian or person having power of attorney.
7. Exceptions for Collection - Saskatchewan Rowing is not required to obtain consent for the collection, of personal information if:
    - **a.** it is clearly in the individual's interests and consent is not available in a timely way;
    - **b.** knowledge and consent would compromise the availability or accuracy of the information and collection is required to investigate a breach of an agreement or contravention of a federal or provincial law;
    - **c.** the information is for journalistic, artistic or literary purposes;
    - **d.** the information is publicly available as specified in the Acts.
8. Exceptions for Use - Saskatchewan Rowing may use personal information without the individual's knowledge or consent only:
    - **a.** if Saskatchewan Rowing has reasonable grounds to believe the information could be useful when investigating a contravention of a federal, provincial or foreign law and the information is used for that investigation;
    - **b.** for an emergency that threatens an individual's life, health or security;
    - **c.** for statistical or scholarly study or research (Saskatchewan Rowing must notify the Privacy Commissioner before using the information);
    - **d.** if it is publicly available as specified in the Acts;
    - **e.** if the use is clearly in the individual's interest and consent is not available in a timely way; or

f. if knowledge and consent would compromise the availability or accuracy of the information and collection was required to investigate a breach of an agreement or contravention of a federal or provincial law.

9. Exceptions for Disclosure - Saskatchewan Rowing may disclose personal information without the individual's knowledge or consent only:
    a. to a lawyer representing Saskatchewan Rowing;
    b. to collect a debt the individual owes to Saskatchewan Rowing;
    c. to comply with a subpoena, a warrant or an order made by a court or other body with appropriate jurisdiction;
    d. to a government institution that has requested the information, identified its lawful authority, and indicated that disclosure is for the purpose of enforcing, carrying out an investigation, or gathering intelligence relating to any federal, provincial or foreign law; or that suspects that the information relates to national security or the conduct of international affairs; or is for the purpose of administering any federal or provincial law;
    e. to an investigative body named in the Acts or government institution on Saskatchewan Rowing's initiative when Saskatchewan Rowing believes the information concerns a breach of an agreement, or a contravention of a federal, provincial, or foreign law, or suspects the information relates to national security or the conduct of international affairs;
    f. to an investigative body for the purposes related to the investigation of a breach of an agreement or a contravention of a federal or provincial law;
    g. in an emergency threatening an individual's life, health, or security (Saskatchewan Rowing must inform the individual of the disclosure);
    h. for statistical, scholarly study or research (Saskatchewan Rowing must notify the Privacy Commissioner before disclosing the information);
    i. to an archival institution;
    j. 20 years after the individual's death or 100 years after the record was created;
    k. if it is publicly available as specified in the regulations; or
    l. if otherwise required by law.

50-60 Limiting Collection (A-2022-06-12)

Approved: June 12, 2022

1. Lawful Limiting Collection - Saskatchewan Rowing will not collect personal information indiscriminately. Information collected will be for the purposes specified in 50-40
2. Method of Collection - Information will be collected by fair and lawful means.

50-70 Limiting Use, Disclosure, and Retention (A-2022-06-12)

Approved: June 12, 2022

1. Limiting Use - Personal information will not be used or disclosed for purposes other than those for which it was collected as described in Article 3.3, except with the consent of the individual or as required by law.
2. Retention Periods - Personal information will be retained for certain periods of time in accordance with the following:

a. Registration data and athlete information will be retained for a period of three years after an individual has left the program in the event that the individual chooses to return to the program;

b. Parental/family information will be retained for a period of three years after an individual has left the program in the event that the individual chooses to return to the program;

c. Credit Card information will be destroyed immediately upon completion of a financial transaction.

d. Information collected by coaches will be retained for a period of three years after an individual has left the program in the event that the individual chooses to return to the program, and in order to communicate program and conference dates.

e. Employee information will be retained for a period of seven years in accordance with Canada Customs and Revenue Agency requirements.

f. Personal health information will be immediately destroyed in the event that the individual chooses to leave the program

g. Personal health information of Paralympic athletes will be retained for a period of three years after an individual has left the program in the event that the individual chooses to return to the program;

h. Marketing information will be immediately destroyed upon compilation and analysis of collected information.

i. As otherwise may be stipulated in federal or provincial legislation.

3. Destruction of Information - Documents will be destroyed by way of shredding and electronic files will be deleted in their entirety.
4. Exception - Personal information that is used to make a decision about an individual will be maintained for a minimum of one year of time to allow the individual access to the information after the decision has been made.
5. Third Parties- Information which has been consented to be disclosed to a third party will be protected by a third-party agreement to limit use and disclosure.

50-80 Accuracy (A-2022-06-12)

Approved: June 12, 2022

1. Accuracy - Personal information will be accurate, complete and up to date as is necessary for the purposes for which it is to be used to minimize the possibility that inappropriate information may be used to make a decision about the individual.
2. Update - Personal information will only be updated if it is necessary to fulfill the purposes for which the information was collected unless the personal information is used on an ongoing basis.
3. Third Parties - Personal information disclosed to a third party will be accurate and up to date.

50-90 Safeguards (A-2022-06-12)

Approved: June 12, 2022

1. Safeguards - Personal information will be protected by security safeguards appropriate to the sensitivity of the information against loss or theft, unauthorized access, disclosure, copying, use or modification.
2. Sensitivity - The nature of the safeguards will be directly related to the level of sensitivity of the personal information collected. The more sensitive the information, the higher the level of security employed.
3. Methods of Protection - Methods of protection and safeguards include, but are not limited to, restricted access to offices, security clearances, need to know access and technological measures including the use of passwords, encryption, and firewalls.
4. Employees - Employees will be made aware of the importance of maintaining personal information confidential and may be required to sign confidentiality agreements.
5. Coaches Information - Personal information in the possession of coaches will be secured ona password protected computer accessed only by the coach responsible for the Coaching portfolio and associated manager.
6. Financial Information - Personal information of employees will be secured on a password protected computer accessed only by the Executive Director and office staff with permission from the Executive Director.
7. Membership Information- Membership information will be secured on a password protected computer accessed only by office staff with permission of the Executive Director.
8. Athlete Information - Athlete information will be secured on a password-protected computer, which will only be accessed by office staff with permission of the Executive Director.
9. Marketing Information - Marketing information will be secured on a password-protected computer, which will only be accessed by the Executive Director.

50-100 Openness (A-2022-06-12)

Approved: June 12, 2022

1. Openness - Saskatchewan Rowing will make publicly available information about its policies and practices relating to the management of personal information. This information will be in a form that is generally understandable.
2. Information - The information made available will include
    - **a.** the name or title, and the address, of the person who is accountable for the organization 's policies and practices and to whom complaints or inquiries can be forwarded;
    - **b.** the means of gaining access to personal information held by the organization;
    - **c.** a description of the type of personal information held by the organization, including a general account of its use;
    - **d.** a copy of any brochures or other information that explain the organization's policies, standards, or codes; and
    - **e.** organizations such as Rowing Canada, and Coaches Association of Canada in which personal information is made available.

50-110 Individual Access (A-2022-06-12)

Approved: June 12, 2022

1. Individual Access - Upon written request, and assistance from Saskatchewan Rowing, an individual will be informed of the existence, use, and disclosure of his or her personal information and will be given access to that information.

2. Amendment - An individual will be able to challenge the accuracy and completeness of the information and have it amended as appropriate.
3. Denial - An individual may be denied access to his or her personal information and provided a written explanation as to why if:
    a. the information is prohibitively costly to provide;
    b. the information contains references to other individuals;
    c. the information cannot be disclosed for legal, security, or commercial proprietary reasons, and
    d. the information is subject to solicitor-client or litigation privilege.
4. Contents of Refusal - If Saskatchewan Rowing determines that the disclosure of personal information should be refused, Saskatchewan Rowing must inform an individual the following:
    a. the reasons for the refusal and the provisions of the Acts on which the refusal is based;
    b. the name, position title, business address and business telephone number of the Privacy Officer who can answer the applicant's questions; and
    c. that the individual may ask for a review within thirty (30) days of being notified of the refusal.
5. Source - Upon request, the source of personal information will be disclosed along with an account of third parties to whom the information may have been disclosed.
6. Identity - Sufficient information may be required to confirm an individual's identity prior to providing that individual an account of the existence, use, and disclosure of personal information.
7. Response - Requested information will be disclosed within 30 days of receipt of the request at minimal expense for copying or no cost to the individual, unless there are reasonable grounds to extend the time limit. The requested information will be provided in a form that is generally understandable.
8. Costs - Costs may only be levied if an individual is informed in writing in advance of the approximate cost and has agreed to proceed with the request.
9. Inaccuracies - If personal information is inaccurate or incomplete, it will be amended as required and the amended information will be transmitted to third parties in due course.
10. Unresolved Complaints - An unresolved complaint from an individual in regard to the accuracy of personal information will be recorded and transmitted to third parties having access to the information in question.

50-120 Challenging Compliance (A-2022-06-12)

Approved: June 12, 2022

1. Challenges - An individual will be able to challenge compliance with this Policy and the Acts to the designated individual accountable for compliance.
2. Procedures - Upon receipt of a complaint Saskatchewan Rowing will:
    a. Record the date the complaint is received;
    b. Notify the Privacy Officer who will serve in a neutral, unbiased capacity to resolve the complaint;
    c. Acknowledge receipt of the complaint by way of telephone conversation and clarify the nature of the complaint within three (3) days of receipt of the complaint;
    d. Appoint an investigator using Saskatchewan Rowing personnel or an independent investigator, who will have the skills necessary to conduct a fair and impartial investigation and will have unfettered access to all file and personnel, within ten (10) days of receipt of the complaint.

e. Upon completion of the investigation and within twenty-five (25) days of receipt of the complaint, the investigator will submit a written report to Saskatchewan Rowing;

f. Notify the complainant the outcome of the investigation and any relevant steps taken to rectify the complaint, including any amendments to policies and procedures within thirty (30) days of receipt of the complaint.

3. Assistance - Saskatchewan Rowing will assist an individual in preparing a request for information.
4. Whistleblowing - Saskatchewan Rowing must not dismiss, suspend, demote, discipline, harass or otherwise disadvantage an employee of Saskatchewan Rowing, or deny that employee a benefit because the employee, acting in good faith and on the basis of reasonable belief:
    a. has disclosed to the commissioner that Saskatchewan Rowing has contravened or is about to contravene the Acts;
    b. has done or stated an intention of doing anything that is required to be done in order to avoid having any person contravene these Acts;
    c. has refused to do or stated an intention of refusing to do anything that is in contravention of these Acts.

Saskatchewan Rowing is committed to protecting your privacy and the personal information that you provide to us. Should you have any questions or comments about this Privacy Policy or to report any violations of the Privacy Policy, please contact the Executive Director: By Phone: 306-244-7697 By Email: skrowoffice@gmail.com

60-00 High Performance Committee (A-2022-10-25)

Approved: October 25, 2022

60-10 Mandate (A-2022-10-25)

Approved: October 25, 2022

The High Performance Committee will be responsible for policy research and oversight of the organisational programs and policies related to the High Performance Plan. The mandate of the committee is:

1. To provide governance in the development of milestones that will provide the building blocks for the long-term strategic goal of podium performances at National Rowing events and athletes named to National teams.
2. To support, through program development, SRA core values of excellence in athletes training and competition.

60-20 Key Duties (A-2022-10-25)

Approved: October 25, 2022

In fulfilling its mandate, the Committee will perform the following key tasks:

- To partner with staff and provide oversight on goals for the programs
- To conduct an annual evaluation on the progress of these goals
- The goals to have a direct link to the Strategic Plan
- To produce an annual report for the AGM

60-30 Authority, Composition and Meetings (A-2022-10-25)

Approved: October 25, 2022

1. The committee will be an Active Advisor to the Board of Directors. The committee will research and discuss policy issues related to High Performance and then suggest adjustments to said policy in the form of a recommendation to the Board for approval.
2. Membership shall consist of:
   - The chair who will be a board member appointed by the Board
   - The Executive Director of SRA or their designate
   - The High Performance Director/Coach of SRA
   - Two additional members with a background in high performance appointed by the Board.
3. The SRA Board appoints members to the Committee.
4. Term of membership is two years.
5. The committee will hold at minimum two conference call meetings, one in the fall, one in the spring

60-40 Objectives, Deliverables and Reporting (A-2022-10-25)

Approved: October 25, 2022

1. The Committee will receive the necessary resources from SRA to fulfil its mandate and may from time to time have staff persons assigned to assist the Committee with its work.
2. The Committee is accountable to the Board and shall be accountable for the reporting of:

- High Performance goals as delineated within the Strategic Plan on an annual basis.

3. The Committee via the Chair will report to the Board, in writing, at the end of the calendar year in the form of a confidential written report.
4. The Committee will report to the Members at the Annual General Meeting, in the form of a written report.
5. The Board of Directors will review these terms of reference on an as needed basis.

70-00 SRA Growth and Development Committee (A-2022-10-25)

Approved: October 25, 2022

70-10 Mandate (A-2022-10-25)

Approved: October 25, 2022

The Growth and Development Committee is a Sub Committee of the Saskatchewan Rowing Association (SRA) Board. The purpose of the Growth and Development Committee is to:

- identify initiatives aimed at increasing growth within the sport across athlete, coaching and officiating participation;
- create strategies to support club development initiatives to encourage growth of the sport;
- identify opportunities outside of traditional rowing systems to enhance existing programs and create new initiatives; and
- target funding opportunities to support the delivery of rowing programs.

70-20 Authority, Composition and Meetings (A-2022-10-25)

Approved: October 25, 2022

1. The Growth and Development Committee is an advisory Committee to the ED and the Board. It is responsible for identifying policy gaps and revisions as they relate to growth and development of the sport of rowing in Saskatchewan. In consultation with the ED, who will be responsible for preparation of the policies in writing, the Growth and Development Committee will bring to the board policies and strategies for the growth and development of rowing in Sask. It is the responsibility of the ED to ensure such policies and strategies are operationalized.
2. The membership of the Growth and Development Committee will consist of:
   - SRA Executive Director
   - Person(s) from the SRA staff with experience in high performance coaching and/or sport development; and
   - Up to four persons one from each affiliated club with experience in coaching and/or sport development.
3. The Board may appoint, remove or replace the members of the Committee. The Executive Director may invite any other individual the ED thinks may aid the work of this committee including another SRA Director.
4. The Chair of the Growth and Development Committee will be the appointed by the Board.
5. The Growth and Development Committee will meet when necessary. The meetings will be held in person or via zoom. The SRA Executive Director or his/her designate will be responsible for calling of meetings, coordinating logistics, establishing the agenda and distributing relevant documents for consideration by the Committee. The SRA Executive Director will be responsible for establishing the specific focus area for the Committee for each meeting, in order to assist with targeted operational requirements of the business. A quorum will be half of the Committee's membership.

70-30 Objectives, Deliverables and Reporting (A-2022-10-25)

Approved: October 25, 2022

1. The role of the Growth and Development Committee is to facilitate the development of all SRA members; athletes, coaches and officials along the respective pathways. The responsibilities of the Growth and Development Committee are to:

- Assist management to ensure that SRA programs meet the goals, objectives and commitments of agreements with external stakeholders (e.g. Sasksport, RCA, SaskLotteries, etc).
- Oversee the development and ongoing training and education of coaches along a coaches pathway, in conjunction with the relevant SRA staff member.
- Oversee the development and ongoing training of officials along an officials pathway, in conjunction with the relevant SRA staff member.
- Oversee volunteer training, in conjunction with the relevant SRA staff member.
- Develop initiatives to assist management in working with alternative communities and venues to increase opportunities for new participants to engage with the sport.
- Investigate and develop strategies and initiatives aimed at increasing rowing in grass roots participation programs including school programs, holiday programs, come and try days etc.
- Investigate and develop strategies and initiatives aimed at increasing involvement in SRA Indoor Rowing School program, as well as identifying potential alternative programs or initiatives to engage new markets.
- Foster club development opportunities for both existing and potential new clubs.
- Investigate and develop strategies and initiatives aimed at increasing regional club and program development.
- Identify training opportunities for club administrators and coaches.

2. In the course of participation in Growth and Development Committee activities, members may receive information that is both confidential and/or sensitive in nature. Committee members are required to maintain the confidentiality of such information at all times and comply with the SRA Code of Conduct and Privacy Policies.
3. The Committee via the Chair will report to the Board, in writing, at the end of the calendar year in the form of a confidential written report.
4. The Committee will report to the Members at the Annual General Meeting, in the form of a written report.
5. The Board of Directors will review these terms of reference on an as needed basis.

80-00 Staff Performance Evaluations (A-2022-10-25)

Approved: October 25, 2022

1. The SRA Executive Committee shall be responsible for providing an annual performance evaluation of the Executive Director prior to March 15th of each year. Normally, the President will conduct the review in consultation with the Executive Committee.
2. The evaluation shall be completed in a format approved by the Executive Committee. Key measures on which the evaluation will be based shall be agreed to with the Executive Director
3. The review shall include the Executive Director's self-evaluation of his/her performance over the year. As part of the evaluation process, the Executive Committee shall obtain feedback from all members of the Board of Directors and other staff members. Periodically (every 3rd or 4th year) or as deemed helpful by the Executive Committee, feedback will also be sought from a random sample of stakeholders in the rowing community.
4. Only the ED and President will have access to evaluations of the other staff. And only the Executive Committee will have access to the performance evaluation of the Executive Director.
5. The President will be responsible for conducting the review of the Executive Director but will have another member of the Executive Committee attending and involved with the evaluation interview.
6. The Executive Director shall be responsible for completing performance evaluations for all other staff of Saskatchewan Rowing in a manner similarly described in Section 3 above.
7. The reviews specified in point #6 above shall be completed prior to the Executive Directors evaluation, listed in 1 above, each year.
8. Following the review, the Executive Committee's designate shall review the performance evaluations to ensure outstanding issues are identified and brought to resolution.
9. Any concerns about staff performance by Committee Chairs or Board members shall be handled as follows:
    a) The Executive Director supervises and manages all staff.
    b) The President shall provide feedback from the Board and Committee Chairs to the Executive Director.
    c) Committee chairs or Board members should not be dealing directly with either the staff or the ED on issues of their performance.

80-10 Grievance Procedure (A-2022-10-25)

Approved: October 25, 2022

Grievance procedure follows the approved SRA Dispute Resolution policy.

80-20 Job Descriptions (A-2022-10-25)

Approved: October 25, 2022

The responsibilities of each staff position in Saskatchewan Rowing shall be outlined in a Job Description developed by the Executive Director, in consultation with the Executive Committee.

1. Subsequent to the development of the job descriptions by the ED, all job descriptions will be approved by the SRA board.

2. A copy of the description shall be given to each employee who shall sign acknowledging receipt of the job description and a copy will be placed in the employee file and physical copy provided to the employee.
3. The expectations shall be clearly outlined, and details provided as to what measures are being used to evaluate the employee's performance.
4. Job descriptions shall be reviewed annually by the Executive Director to ensure accuracy.
5. It is also understood the current approved Strategic Plan will also be a part of the Job Description for each employee and may not include daily required tasks.
6. The job descriptions and strategic plan will assist in determining an employee's annual work plan.

80-30 Stakeholder Feedback (A-2022-10-25)

Approved: October 25, 2022

1. Further to point 30-10.3 above, every 3rd or 4th year, a sample of stakeholders in the rowing community will be asked to complete a written and/or electronic survey.
2. The survey shall be developed to provide the Association with:
   a) feedback on how effectively it delivered its programs and/or services,
   b) courtesy and effectiveness of the staff, and
   c) suggestions as to how the Association could better meet their needs.
3. The surveys will be distributed to stakeholders selected by the Executive Committee in consultation with the Board of Directors and the Executive Director.
4. The stakeholders will be requested to return the survey to the Executive Director for tabulation.
5. Results of the survey will be provided to the Executive Committee and the full Board of Directors.
6. Saskatchewan Rowing will make changes and/or improvements as required.

80-40 Emergency Executive Director Succession (A-2022-10-25)

Approved: October 25, 2022

In the event the Executive Director suffers a sudden and unexpected condition or circumstance that prevents or severely impairs the performance of the duties of the position, the terms of this policy shall apply.

1. The first staff member or director with knowledge of these circumstances shall immediately notify the President and all other staff members. If immediate telephone contact cannot be made with the President, then the staff member or director shall notify the Vice-President and/or Treasurer, as may be available.
2. The President, Vice-President or Treasurer notified, or, if none can be immediately reached, the first staff member or director with knowledge of the circumstances shall notify all directors by e-mail and shall try to contact each director by telephone to provide verbal notice of the situation.
3. The President shall notify all financial institutions where Executive Director has deposit accounts and all contractors who perform regular services for Saskatchewan Rowing of the Executive Director's incapacitation.

4. Staff members shall continue to perform their duties as set forth in their Job Descriptions. Every reasonable effort shall be made to continue providing normal and necessary Saskatchewan Rowing operations and services within the capabilities of the staff.
5. The President may appoint a temporary interim Executive Director from among the current directors or staff. The temporary interim Executive Director so appointed shall serve until the Executive Director returns to work, or the next meeting of the Board.
6. If the Executive Director has not returned to work by the date of the next meeting of the Board, the Board may appoint an interim Executive Director who shall serve until the Executive Director returns to work, or until such appointment is rescinded by a meeting of the Board.
7. A staff member appointed interim Executive Director shall receive a 10% increase to their base pay during his/her tenure as interim Executive Director. A director appointed interim Executive Director shall receive payment as determined by the Board for the term of the appointment.
8. The President shall immediately review working files and documents in the Executive Director's office so as to be familiar with "work in progress" that will require attention. The President is also authorized to access the Executive Director's e-mail account. The President shall also secure and monitor the Executive Director's Saskatchewan Rowing-issued mobile phone. In addition, the President shall contact the directors who are authorized alternate signatories on Saskatchewan Rowing's bank accounts to determine their availability to sign cheques necessary to conduct Saskatchewan Rowing business.
9. Unless the Board authorizes other arrangements, the staff shall continue to promptly prepare payment of all routine and normal expenses. Expenses not considered routine or normal shall be referred to the President or designate for payment authorization.
10. The President, if the circumstances surrounding the Executive Director's incapacitation make it appropriate, is encouraged to procure counselling services for Saskatchewan Rowing staff.

90-00 Fundraising Committee - Terms of Reference (A-2022-10-25)

Approved: October 25, 2022

The Fundraising Committee is a standing committee of the Saskatchewan Rowing Association (SRA), and acts to advise the SRA Board, and to implement Board-approved fundraising activities.

90-10 Purpose (A-2022-10-25)

Approved: October 25, 2022

The purpose of the Fundraising Committee is to advise the SRA Board on potential fundraising initiatives for SRA and to plan, coordinate and implement fundraising activities approved by the Board.

90-20 Responsibilities (A-2022-10-25)

Approved: October 25, 2022

1. Design, recommend, evaluate and update short- and long-term plans for provincial level fundraising, based on the current financial needs, and the short- and long-term goals and objectives of SRA.
2. Initiate and/or assist in the implementation of provincial fundraising projects, and other specific tasks or projects as mandated by the Board.
3. To promote and/or assist in the administration and implementation of local group-level fundraising projects.
4. Strategize communication goals to report on the progress of current fundraising projects, and to encourage their participation in ensuring the financial health of SRA.
5. Review the Board's policies and other documents related to fundraising, and recommend new or revised pertinent information/materials.
6. Facilitate the education of Board members regarding fundraising issues as they pertain to the Board of Directors and to SRA as a charitable organization.
7. Review every two years the Fundraising Committee Terms of Reference, at the first meeting of the committee following the Annual Meeting of Members, and bring recommendations for changes to the Board of Directors.

90-30 Membership (A-2022-10-25)

Approved: October 25, 2022

The Fundraising Committee will be composed of 3 to 5 members with additional members for specific activities. Committee members may be SRA Directors, Retired Directors, SRA members and past members and other individuals interested in furthering the aims of SRA. *A committee member who does not uphold their responsibilities without a reasonable explanation will be asked by the Chair to resign from the committee. If the member refuses to resign, a vote shall be taken by the Board on the removal of the member from the committee.*

90-40 Meetings (A-2022-10-25)

Approved: October 25, 2022

The Fundraising Committee will meet in an ad hoc fashion. The meetings may be in-person or online. If a member is not able to participate in a meeting, that member can speak to the Chair in advance so that the Chair can share the member’s perspective at the meeting. That member may also submit written

comments or documentation in advance of the meeting. Committee members are asked to attend at least 50% of meetings.

90-50 Terms on Fundraising Committee (A-2022-10-25)

Approved: October 25, 2022

Committee members will be appointed for a one-year term. Members may be appointed for an unlimited number of terms.

90-60 Chair (A-2022-10-25)

Approved: October 25, 2022

The Chair will be determined by the Fundraising Committee at the first meeting of the committee following the AGM each year. The Chair shall:

- Call meetings of the committee.
- Chair meetings of the committee.
- Designate another committee member to chair the committee meeting in the Chair's absence.
- Report to the Board on the work of the committee.

The Chair may invite guests to attend meetings as a resource as required.

90-70 Quorum (A-2022-10-25)

Approved: October 25, 2022

Quorum shall be a simple majority (50%+1) of the voting committee members present at a meeting.

90-80 Decision-Making (A-2022-10-25)

Approved: October 25, 2022

The committee shall strive for consensus (i.e. "you can live with the decision/idea") when making decisions. If consensus cannot be achieved, the committee members must agree on how to deal with the outstanding issue, i.e. vote, continue discussion, table the issue to another meeting or take the issue to the Board of Directors. When voting, majority (50%+1) rules, with quorum present. There shall be no proxy or email voting unless explicitly determined by the committee in advance of a vote. The committee cannot commit the use of the organization's financial and human resources without prior approval from the SRA Board.

90-90 Minutes (A-2022-10-25)

Approved: October 25, 2022

A committee member will be designated to take minutes at the committee meetings and the minutes shall be approved at subsequent meetings. Minutes will be kept and stored in accordance with the practice of SRA, and posted on the appropriate section of the SRA website.

90-100 Accountability (A-2022-10-25)

Approved: October 25, 2022

The Fundraising Committee will be accountable to the Board of Directors through the Chair of the committee. This committee will report to the Board on a regular basis (quarterly or as necessary).