

Canoe Kayak Saskatchewan
Policy and Procedure
Manual



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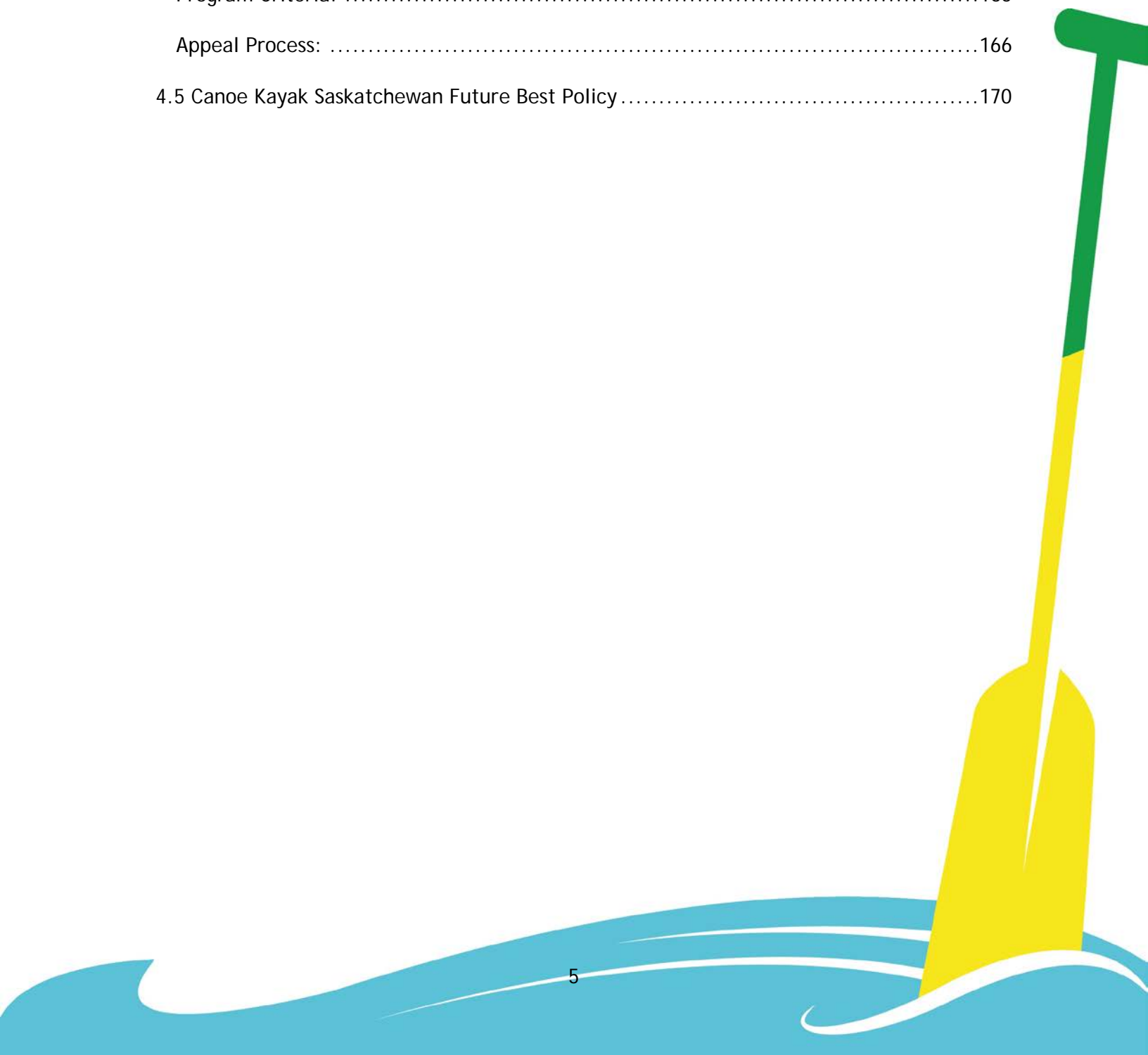
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1. General

1.1 Organizational Responsibilities:

As the PSGB for Saskatchewan, CKS is responsible for all activities carried out in its name. To: facilitate; organize; oversee; and help plan, the activities related to canoeing within the province. Each director assumes responsibility for all tasks related to his or her pillar. In most instances, working within that pillar to assist with the responsibilities. The CKS executive assumes responsibility for tasks that are acted out on behalf of all the organizational pillars.

The following items are the responsibility of the CKS Board of Directors and/or Executive Director:

- a) Application and follow-up for Sask. Sport grants.
- b) Preparing and circulating a newsletter.
- c) Purchasing liability insurance for the association and all members.
- d) Preparing a yearly budget for the association.
- e) Having a yearly audit completed.
- f) Presenting an annual report for the membership.
- g) Enacting policies which encompass all disciplines; ie, governance policy.
- h) Establishing policies and procedures related to MAP, Future Best and Club Funding grants.
- i) Distributing and following up on athlete assistance grants.
- j) Other items which come to the association which have implications for more than one of the disciplines affiliated with the organization.
- k) Referring all other items to the appropriate director or governing body.

1.2 Bylaws of the Organization

Bylaws of Canoe Kayak Saskatchewan Inc.

SECTION 1 - NAME, PURPOSE, AND OBJECTIVES

Name

- a) The name of the organization is Canoe Kayak Saskatchewan Incorporated (CKS), a Provincial sport governing organization with Sask Sport and linked to Canoe Kayak Canada (CKC). CKS adheres to Canoe Kayak Canada bylaws in regards to the organization of the sport and its divisions.

Purpose

- a) Canoe Kayak Saskatchewan Inc. represents the canoe / kayak community through its associated member clubs and sport divisions. It is also dedicated to the promotion of the sport of canoe/kayak, in Saskatchewan. Canoe Kayak Saskatchewan Inc. strives to encourage and support the involvement of each participant up to their personal excellence while providing assistance to the paddling community through its endeavors to develop and promote the sport of canoe/kayak.

Objectives

- a) The objectives of Canoe Kayak Saskatchewan Inc. are based upon the four pillars of the Canadian Sport Policy as well as guidelines from Sask Sport Inc.

- b) The pillars shall be applied to Canoe Kayak Saskatchewan Inc. in the following manners:

Development/Participation - Opportunities to participate in all forms of paddling.

- a. Create a more inclusive environment that attracts participation at all levels and by all ages.
- b. Encourage the people of Saskatchewan to participate in the diverse paddling opportunities available through Canoe Kayak Saskatchewan Inc.'s associated member clubs as well as other avenues available to them.

Excellence - Opportunities and support for achieving excellence in an Olympic discipline

- a. Support personal excellence and high performance as individuals strive to reach Canadian National Teams and The Olympics.
- b. Recognize and support leaders that support paddling opportunities in Saskatchewan. Support coaching that enables participants to achieve their personal best and fullest participation.
- c. Encourage the professional development of coaches, officials, administrators and volunteers in the maintenance and upgrading of their qualifications.

Capacity - A delivery system for paddling activities that responds to the needs of Saskatchewan people.

- a. Relevant and inclusive funding system to associated member clubs and sport divisions through completion of evaluation and measurement tools.
- b. Access to resources to support paddling opportunities in Saskatchewan.

Interaction - Recognize strength in common purpose.

- a. Provide leadership by which the paddling community can collectively advocate for Canoe Kayak Saskatchewan Inc.
- b. Support engagement in the sport of Canoe/Kayak.
- c. Value co-operation and partnerships to advocate and support paddling opportunities in Saskatchewan.
- d. Recognize the involvement and contributions of volunteers and officials.

SECTION 2 - MEMBERSHIP

Membership

- a) The membership of Canoe Kayak Saskatchewan Inc. shall consist of:
 - i. Individual Members, and
 - ii. Club Members
- b) An individual member is; any person who is a participant in the sport of canoeing and/or kayaking; one who is a registered member of a Member Club or registered member of Canoe Kayak Saskatchewan, at the prescribed fee.
- c) An individual member is entitled to all the privileges of membership including the right to be elected as a director or vote at any meeting of the organization.
- d) A Member Club is any Saskatchewan club whose principal activity is canoeing and/or kayaking and who is a registered club of Canoe Kayak Saskatchewan, at the prescribed fee. A Member Club is entitled to all the privileges of membership except the right to be elected as a director or to vote an annual meeting.

Affiliations

- a) 8. Canoe Kayak Saskatchewan Inc. shall be a member of:
 - i. Sask Sport
 - ii. The Saskatchewan Sport Hall of Fame and Museum
 - iii. Canoe Kayak Canada
 - iv. Paddle Canada
 - v. The Canadian Canoe Association (Marathon)

Membership Fees

- a) Membership fees in each class of membership shall be prescribed by the members, at the annual general meeting.
- b) A membership shall be for the period: January 1st until December 31st for the year in which it is purchased. Membership fees shall be due on July 1st of each year with a follow up by Oct 1st of each year to account for any residual memberships that come in after July 1st.
- c) Any member may withdraw from membership in the organization at any time but shall not be entitled to a refund of any portion of membership fees.

Membership Discipline

- a) The voting members shall have the power to discipline or terminate a member for failure to comply with the constitution or bylaws of the organization, for conduct unbecoming as a member or for such other just cause as provided for by the adoption of a resolution at a special meeting of the organization.

SECTION 3 - MEETINGS OF THE ORGANIZATION

Notices

- a) Notices of meetings, votes and other business items may be served by any means reasonable and shall be communicated at least 15 days prior to the meeting date.
- b) Each notice shall state the nature of the business to be conducted in sufficient detail to permit the member to form a reasoned judgment about it and shall include the text of any resolution or proposed change to be submitted to the meeting.
- c) For the purposes of sending a notice to any member, director or officer for any meeting or otherwise, the address of the member, director or officer shall be the last address recorded on the records of organization.

Annual General Meeting

- a) Canoe Kayak Saskatchewan Inc. shall hold an Annual General Meeting of member's not later than 90 days after the end of the fiscal year end. The time and place of the Annual General Meeting shall be fixed by the President.
- b) The business of the Annual General Meeting shall include:
 - i. A report of the President
 - ii. A report of the Executive Director
 - iii. A report from each Committee Chair Person
 - iv. The election of Directors
 - v. Approval of the Financial Statements and the Auditor's report
 - vi. Appointment of Auditors
 - vii. Proposed changes to the organization's constitution and bylaw
 - viii. Proposed resolutions

- c) Any other business to be transacted at the Annual General Meeting or at any other meeting of the organization shall be considered to be special business and may be considered at the discretion of the President or his designate.

Special Meetings

- a) The President may call a Special General Meeting of the Members at any time but shall do so upon the written request of at least 50 members.

Quorum

- a) Quorum at an Annual General Meeting or at a Special General Meeting shall consist of ten voting members.

Voting

- a) Each voting member is entitled to one vote on each question.
- b) All questions shall be decided by a majority of votes. In the event of a tie, the president shall cast the deciding vote.

SECTION 4 - BOARD OF DIRECTORS

Directors

- a) The Board of Directors of Canoe Kayak Saskatchewan Inc. shall consist of:
 - i. President
 - ii. Vice-president
 - iii. Treasurer
 - iv. Marketing Director
 - v. Athlete Development Director
 - vi. High Performance Director
 - vii. Coaching and Officials Director

- b) Directors shall be either an athlete or a regular member of the organization.

- c) The Marketing Director, Athlete Development Director (and 4 committee members), High Performance Director (and 5 committee members), Coaching and Officials Director (and 4 committee members) shall be nominated on an annual basis from the membership and approved at the Annual General Meeting. In the event of a vacancy of a director, the executive committee may appoint a replacement to hold office for the remainder of the unexpired term of the director whom they are replacing.

- d) The Marketing Director, Athlete Development Director, High Performance Director, and Coaches and Officials Director may be represented by a proxy at a Board meeting provided, that prior to the meeting the President has consented to the proxy or that the Executive Director has been advised of the proxy. The proxy must be a member of the same committee as the director.

- e) Directors shall not be employed in any staff positions of the organization.
- f) Individuals desiring to serve on the Board of Directors shall possess the qualifications as set out in the appropriate job description.
- g) Directors shall be elected for a term of two years. Directors may serve a maximum of three consecutive terms (six years) and may seek election for additional terms after the expiration of one term (two years). In order to ensure continuity on the Board of Directors, Directors shall be elected on a rotating basis with up to four positions filled every year, of which two must be Committee directors and two from positions on the executive committee. Specifically, the President and Treasurer positions shall be filled in alternate years, and the Athlete Development and High Performance Directors shall be filled in alternate years.
- h) It is the expectation that the position of President will be filled by an individual who has previously served as Vice President.
- i) Vacancies and Removal from Office
- j) The Board may fill a vacancy on the Board for the unexpired term, provided that such
- k) vacancy shall be filled by another member of the organization, qualified to fill that position.
- l) The membership may, by resolution passed at a special meeting, remove any director from office and the vacancy created by such removal may be filled at the same time, failing which it may be filled by the Board at a later time.
- m) A director ceases to hold office when he or she dies; is removed from office by the membership; ceases to be qualified for election; becomes of unsound mind; is convicted of an indictable offence; ceases to hold the qualifications of a representative; or his/her written resignation is submitted to the President.

Section 4 - Meetings

Meetings of the Board of Directors

- a) Meetings of the Board of Directors shall be at the call of the President and shall be held as are required to complete the work of the Board. Whenever possible, notice of one week shall be given for a meeting although unscheduled meetings may be called immediately after an Annual General Meeting or a general meeting to address emergent items of business.
- b) Teleconference meetings of the Board of Directors are permitted and any Director attending electronically is deemed to be present.
- c) All questions shall be decided by a majority of votes. Each director listed in paragraph 24 shall have one vote. The chair shall cast a vote only in the event of a tie, in which case the chair shall cast the deciding vote. The Board may use electronic voting procedures to decide a question.
- d) Quorum at meetings of the Board of Directors shall be a majority of directors.

Duties of the Board of Directors

- a) The Board of Directors is responsible for all activities carried out in the name of Canoe
 - i. Kayak Saskatchewan Inc. and is tasked with facilitating, organizing, overseeing, and planning.
- b) The Board of Directors is the final arbitrator on issues arising within the organization.

Executive Committee

- a) The Executive Committee shall consist of the President, Vice-President, Treasurer and Marketing Director.
- b) The President shall preside at all meetings of the Board of Directors and of the organization. The President shall be responsible for ensuring the integrity of the Board's processes as established from time to time by the Board and for representing the Board and the organization publicly.

Committees of the Board

- a) The Board may appoint committees from time to time to perform such duties as the Board may designate.
- b) A Nomination Committee shall be established and consist of two Board members not seeking re-election. The Nomination Committee shall identify and nominate individuals for each director positions to be filled for consideration at the Annual General Meeting. Nominations may also be accepted from the floor at any Annual General Meeting.

SECTION 5 - FINANCIAL

Financial Year

- a) The fiscal year of the organization shall by January 1st to December 31st.
- b) The Directors shall ensure that proper records and accounts of all financial transactions of the organization are prepared and maintained.
- c) A budget setting forth the details of the estimated revenues and expenditures of the organization for the next fiscal year shall be prepared and submitted to the directors by December 31st of each year.

- d) The directors shall provide to the membership at every Annual General Meeting:
 - i. the financial statement for the previous fiscal year; and
 - ii. a budget for the upcoming fiscal year.
- e) All funds of the organization shall be deposited in one or more accounts in the name of Canoe Kayak Saskatchewan Inc. at a chartered bank or credit union, designated by the directors.
- f) No remuneration shall be paid to the directors other than compensation for travel and related expenses while attending to the business of the organization. The rates of compensation for travel and related expenses shall be approved by the directors.
- g) Signing authority will be determined by the Board of Directors as needed and will not be held by any less than two Board Members. Signing authorities are to be bonded by Canoe Kayak Saskatchewan in an amount determined by the Board.

SECTION 6 - PROCEDURAL MATTERS

Constitution and Bylaws

- a) The Board may propose the adoption, amendment or repeal of the constitution and bylaws of the organization. The Board shall submit any proposed adoption, amendment or repeal of the constitution or a bylaw to the membership at the next meeting of the organization.
- b) The voting members present at a meeting of the organization may adopt or reject any proposed adoption, amendment or repeal of a bylaw by a majority vote.
- c) A majority of two-thirds of the voting members present at a meeting of the organization is required to adopt any proposed adoption, amendment or repeal of the Articles or constitution of the organization.

Rules and Regulations

- a) Board may prescribe any policies, rules and regulations relating to the management and operation of Canoe Kayak Saskatchewan Inc. as it deems expedient, provided that these policies, rules and regulations are consistent with the bylaws of the organization.

Coming into Force

- a) These bylaws shall supersede all previous bylaws and shall come into force and be effective from the date on which they are adopted by the voting members.

Dissolution and Liquidation

- a) Any proceedings to dissolve and/or liquidate Canoe Kayak Saskatchewan will be done in accordance to the Dissolution and Liquidation articles contained in the Saskatchewan Not for Profit Act.
- b) In the event of the dissolution of Canoe Kayak Saskatchewan, any properties and assets remaining after the satisfaction of its debts and liabilities shall, by resolution of its membership, be given or transferred to a Saskatchewan organization with a constitution which contains a similar purpose and which is a registered not for profit corporation.

January 2016.

Passed at 2015 AGM in Saskatoon, Sk.

Original Bylaws Adopted at time of Incorporation.

Revisions Approved March 1996, March 27, 2010 & March 23, 2013, March 29, 2014, April 26, 2015

1.3 Job Descriptions

Board of Director, Position Descriptions:

President:

- a. Provide leadership for the association
- b. Set agenda for the meetings
- c. Chair meetings
- d. Co-ordinate grant applications and follow-ups
- e. Ensure a yearly audit is completed
- f. Distribute information and materials to the appropriate divisions

Vice - President:

- a. Aid the president as required
- b. Act as president if the president is unable to do so

Treasurer:

- a. Review financial statements on a timely basis
- b. Provide leadership in establishing a budget
- c. Provide the executive with explanations of extraordinary budget items

Pillar Directors:

- a. Provide liaison between the respective groups and the CKS executive
- b. Report to the CKS executive on activities within the pillar
- c. Bring pillar concerns to the CKS Board meetings
- d. Ensure that pertinent pillar information is shared with the Executive Director, to be included in the e-newsletter.

Canoe Kayak Saskatchewan Employee Job descriptions:

Executive Director

Reports to: Board of Directors

Location: Regina or Saskatoon

Job Purpose

The Executive Director will be responsible for the delivery of the Canoe Kayak Saskatchewan's (CKS) mandate. The Director will be committed to partnership development and support of the sport development system for canoe-kayak sports within Saskatchewan. This will include providing leadership to build capacity and relationships at the grassroots level. This individual will be responsible for promoting, facilitating and coordinating initiatives and strategic alliances that will enhance canoe-kayak sport development system in Saskatchewan. As well, the position will support CKS as they transition to a new organizational structure and create opportunities for organizational excellence.

The Director will be responsible for managing all aspects of service and support which may include administration, aligning resources, and working effectively with delivery partners.

Primary Duties and Responsibilities

a) Community Development

- i. Developing and managing professional liaison with all levels of sport governing bodies and with the provincial clubs.
- ii. Facilitate volunteer recruitment, training and development to increase District Capacity (i.e. Saskatchewan Games programs, NCCP, etc.);
- iii. Build leadership capacity for canoe-kayak sports by linking organizations and community groups to resources available;
- iv. Promote the benefits of canoe-kayak sport participation to Saskatchewan communities and organizations to advocate for sport development.

b) Coordination

- i. Assist and support the coordination of communications;
- ii. Promoting the organization and its programs in the media, and to the general public, and managing the image of the organization in a senior public relations role.
- iii. Active participation on committees and boards that pertain to the position (i.e. Canoe Kayak Canada Meetings, CKS Board Meetings, Committee meetings, Sask Sport meetings etc.);
- iv. Promote the objectives of the organization through establishing positive working relationships with provincial coaches, officials, volunteers, membership, Board and committees, sport organizations and national sport governing bodies;
- v. Nurture partnerships with key organizations to support sport development and avoid duplication (i.e. clubs, schools, etc.); developing and maintaining professional liaison with the sport, recreation and culture communities in support of issues of mutual concern
- vi. Participate in community functions, conferences, and gatherings to build relations and further promote CKS activities

c) Organizational Capacity

- i. Directing administration of the organization;
- ii. Play a leadership role in developing policies, guidelines, and procedures to support the effective administration and delivery of key areas of responsibility;
- iii. Ensuring adequate record-keeping in all areas of operations;

- iv. Overseeing the arrangement of all Board meetings held by the organization, and ensuring all pertinent information is circulated to the Board and/or committees in a timely manner
- v. Oversee and support strategic and operation planning based on provincial and national canoe-kayak sport initiatives
- vi. Coordinate and support Board development initiatives;
- vii. Manage all permanent, part-time, contract staff and volunteers;
- viii. Ensure required human resource policies exist on file and are implemented within CKS;
- ix. Assisting the Board in implementing volunteer management policies and practices;
- x. Participate in professional development opportunities;
- xi. Implement Board policies and directives with regard to financial management and advising the Board and committees on financial priorities and budget matters where appropriate.
- xii. Manage the daily operation, budget and capital assists of the organization;
- xiii. Coordinate the collection of material and presentation of the annual budget and report;
- xiv. Prepare funding requests for Sask Lotteries Trust Fund and other funding agencies;
- xv. Develop processes to regularly monitor and evaluate initiatives against stated goals, objectives and outcomes;
- xvi. Other duties as required and assigned.

Technical Director

Reports to: Executive Director

Location: Regina or Saskatoon

Job Purpose

Canoe Kayak Saskatchewan (CKS) seeks the leadership of a qualified and accomplished professional to join our team. The Technical Director will work in collaboration with the Executive Director and CKS board, coaches, officials, committees and volunteers to plan, implement, coordinate and evaluate CKS's Athlete for Life and High Performance mandates. Consistent with the values of CKS, the Technical Director will promote the development, participation and organization of canoe-kayak sport within Saskatchewan. This will include providing leadership to build capacity for long term athlete development and relationships at the grassroots level.

Primary Duties and Responsibilities

a) Community Development

- i. Provide safety and skill clinics for clubs, sport districts and tribal councils while building the capacity for athlete and coach development programs;
- ii. Lay the groundwork necessary to identify and support athletes for Saskatchewan Games, Saskatchewan First Nations Games, North American Indigenous Games, provincial sport specific and Canada Games Teams;
- iii. Provide coach mentoring for clubs, sport districts and tribal councils;
- iv. Facilitate improvement in participation and organization of CKS clubs (i.e. New Club development manual);
- v. Assist with the identification of the need for and the implementation of any provincial development programs such as coach training, PaddleALL programs, Aboriginal Paddling Initiative, etc.;
- vi. Facilitate volunteer recruitment, training and development to increase District Capacity (i.e. Saskatchewan Games programs, NCCP, etc.);
- vii. Promote the benefits of canoe-kayak sport participation to Saskatchewan communities and organizations to advocate for sport development.

b) Coordination

- i. With provincial coaches, develop and administer successful, progressing and technically sound Athlete for life and High performance programs for our members;
- ii. Retain a large membership base at all levels of participation;
- iii. Lead and oversee the develop, implementation, and evaluation of short and long term strategies and operational plans for the development of pre-competitive, competitive and high performance programs for canoe-kayak clubs, coaches, officials and athletes;
- iv. Lead and oversee the implementation of the Long-Term Athlete Development model for successful participation/performance by Saskatchewan canoe-kayak athletes and teams at all pre-competitive and competitive levels;
- v. Promote canoe-kayak in Saskatchewan and act as an ambassador for the sport through a variety of communications programs, social networking, online tools and media programs.

c) Organizational Capacity

- i. Provide effective and collaborative leadership, direction and administrative support to the Technical Committees and programs;
- ii. Coordinate and administer CKS and club funding partnerships and grant requirements for technical program funding, Games programs and other special events and projects;
- iii. Develop, review, and be accountable for budgets, financial reports, grant applications, follow-up requirements for programs in consultation and collaboration with the ED;
- iv. Develop, monitor and evaluate multi-year and annual operational plans;

- v. Implement risk management policies and procedures to ensure safe and effective technical operations;
- vi. Ensuring adequate record-keeping in all areas of implementation;
- vii. Ensuring that all correspondence is handled in an effective and timely manner and forwarded on to the appropriate committee where action is required
- viii. Ensuring an inventory list of all property and equipment owned, rented or leased by the organization is maintained and updated annually.
- ix. Other duties as required and assigned.

1.4 Insurance

Please visit <http://solutions.aon.ca/sasksport/coverage.aspx> to view CKS' group insurance policy.

1.5 Sanctioning Policy

Purpose:

This policy intends to promote participation and support canoe-kayak excellence by providing a policy for the sanctioning of regular and ongoing activities of its member clubs.

Policy Statement:

Canoe Kayak Saskatchewan is the sole sanctioning body for canoe-kayak training events occurring in Saskatchewan, operated by Canoe Kayak Saskatchewan or a member club either inside or outside of Saskatchewan. All member clubs are sanctioned to operate their ongoing and regular activities upon being accepted as a member club. Regular club activities include: training, practices, group paddles, open houses, lessons, competitions and club organized travel to any of these events.

Canoe Kayak Saskatchewan is also the sole sanctioning body for provincial multi-sport games (Saskatchewan Games, Saskatchewan First Nations Games etc.) as well as club regattas, involving more than two clubs, provincial championships/provincial races and provincially operated talent identification camps run in the whitewater and/or marathon disciplines.

Sprint Racing Council's Responsibilities:

- a) Sanction any and all National Sprint Racing Regattas and/or Multi-Sport Games event beyond the provincial scope held in the province of Saskatchewan.

Prairie Division, of the Sprint Racing Council's, Responsibilities:

- i. Sanction any and all provincial or regional Sprint Racing Regattas held in the province of Saskatchewan.

Canoe Kayak Saskatchewan's Responsibilities:

- a) Enforcement of this policy. Member clubs who do not follow this policy may receive warnings, suspension of services or membership privileges or temporary revocation of membership.
- b) CKS will consider, for approval, events hosted and/or put on by active member clubs or a delegated host committee.

- c) Accept and process the sanctioning applications from member clubs and groups hosting a multi-sport games event.
- d) Set and collect sanctioning fees set by the Board of Directors, Prairie Division and/or other divisional governing body.

Club and/or Host Responsibilities:

- a) It is the club/hosts responsibility to ensure that they are following, to the best of their ability, all rules, policy and guidelines set out by Canoe Kayak Saskatchewan, which are applicable to their discipline. This includes, but is not limited to, Canoe Kayak Saskatchewan and/or Canoe Kayak Canada Code of Safety, Safety Policy, and Rules for Competition and potentially those policies set forth by .
- b) The club/host is responsible for all costs associated and incurred with putting on an event.
- c) If a sanctioned event needs to be postponed or delayed by more than 48 hours it is the club/hosts responsibility to inform CKS of this.
- d) Ensure all participants involved in a sanctioned event are members in good standing with the CKC
- e) Ensure that those participants who live outside of Saskatchewan are informed that there is no liability or sport insurance coverage extended to clubs and individuals who are not members of CKS.
- f) It is the club/host responsibility to ensure that those who wish to be covered under the CKS insurance program are members in good standing with CKS.
- g) Ensure that those who live outside of Saskatchewan complete a CKS waiver of liability form and that these forms are filled out by everyone ahead of the individual competing. *We recommend this be done in conjunction with athlete registration*.

- h) The club/host shall hold CKS harmless of all financial obligations or contractual liability by the host in holding this event.
- i) Ensure that the club/host is following the CKS Risk Management policies related to club activities.

Please note: Paddle Canada provides course sanctioning for Paddle Canada Instructors without proof of provincial membership, CKS will NOT consider a course to be a sanctioned event unless the course instructor(s) are members in good standing with CKS and ensure they follow the Risk Management policy as set out by CKS.

Further to this, participants in a Paddle Canada Course are not covered under the CKS Insurance program unless they are a member in good standing with CKS.

Supporting Documents:

1. CKS Risk Management Policy
2. CKS Insurance Policy
3. CKS Membership Policy
4. CKC Sprint, Whitewater and Marathon Codes of Safety
5. CKS Waiver of Liability form

1.6 Volunteer Reimbursement

General

Canoe Kayak Saskatchewan is committed to reimbursing those doing approved business of behalf of the organization for out of pocket expenses for Canoe Kayak Saskatchewan related expenses.

Approval of Expenses

All volunteer expenses will be reimbursed based on the reimbursement policy and the following approval:

- i. Expenses for travel to Board of Director and Divisional Committee Meetings will be reimbursed for meetings scheduled by the board or committee.
- ii. Expenses for other volunteer and board or committee business will be reimbursed based on approval given in advance by the board or committee overseeing the activity related to the expense. This approval can be given through motions at a board or committee level or by inclusion in the budget.

Reimbursement Policy

- a) All claims for reimbursement must be made by completing and submitting a Canoe Kayak Saskatchewan expense claim and receipts to the Canoe Kayak Saskatchewan office no later than 60 days after the earliest expense receipt claimed.
 - i. Original receipts are required to verify expenditures and can take various forms but should at a minimum:
 - ii. Describe the goods or services provided for payment
 - iii. Disclose the amount of the payment
 - iv. Include the date that the goods/services were purchased
 - v. Include third party verification (supplier logo on an invoice or a copy of the cheque with a bank clearing stamp on the back.

- vi. If the purchase was made online, an electronic receipt is acceptable if it includes; identification of the Vendor, Vendor's GST and PST numbers where applicable, identification of the buyer, full description of what was purchased, how much was paid, along with proof of payment indication

- b) If only a portion of the receipt is being claimed, the original receipt will be returned to the claimant, upon request, indicating on the receipt the amount reimbursed by Canoe Kayak Saskatchewan.

- c) Reimbursement for expense claims will be made within 30 days of the receipt of a claim. If the claim is missing information or needs to be verified or approved by a third party (division committee, funding body, etc), reimbursement will be made within 30 days of the final approval.

- d) In the case where more than one claimant shares expenses with another claimant (ie: travels in the same vehicle, shares taxi services and/or a hotel room, etc.) the total expenses can only be claimed by one claimant or it must be divided between the expense claims of those sharing the expense. For example, if two or more people share a hotel accommodation, each person cannot claim the expense. It must either be divided between the expense claims of those sharing the expense or claimed by one person on behalf of all parties. This must be clearly documented on the expense claim.

e) Reimbursable Expenses & Rates

The following provides information on allowable expenses, the receipts required in order to make a claim and other notes related to the reimbursement of the expense.

i. Personal Automobile

Allowable Expense:

- 1) Kilometre rate of \$.48 per kilometer using Google Maps as a calculation for mileage totals not exceeding:
- 2) equivalent advance booking economy airfare and ground transportation or; total cost of advance booking car rental for the period of travel including rental costs, gas and insurance.
- 3) Claimants are encouraged to make every effort to carpool when more than one person is traveling from the same location.

ii) Car Rental

Allowable Expense:

- 1) Actual cost not exceeding equivalent advance booking economy airfare supported by original receipts.
- 2) Cost of standard insurance against liability or personal injury will be made through Canoe Kayak Saskatchewan and its insurance company.
- 3) Claimants are encouraged make a reservation as far in advance to the rental date as prices increase as fewer vehicles in the rental fleet are available.

iii) Ground Transportation

Allowable Expense:

- 1) Actual cost of airport shuttle service when available supported by original receipts.
- 2) If no shuttle service is available, actual cost of taxi supported by original receipts.

iv) Airfare

Allowable Expense:

- 1) Advanced booking economy airfare. Claimants should make every effort to take advantage of charter rates, seat sales or similar special offers.
- 2) The original receipt, e-ticket receipt or travel agency invoice must include passenger name, airline and flight #, date of flight, origin and destination as well as proof of payment.

v) Parking

Allowable Expense:

- 1) Actual cost, supported by receipts or metered parking up to \$4.00 per day without receipts.

vi) Hotel

Allowable Expense:

- 1) Rates less than \$130 per night before tax, supported by receipts showing a zero balance. Rates more than \$130 before tax must be approved in advance.

vii) Meals

Allowable Expense:

- 1) A meal per diem can be claimed at the following rate for meals where the claimant is away from home during a normal meal time and if the meal is not provided as part of the event or meeting that the claimant is taking part in:
 - a. Breakfast; \$11.00
 - b. Lunch: \$16.00
 - c. Dinner: \$24.00
- 2) If the event the claimant is attending involves a luncheon or banquet which costs more than the allowable per diem, the claimant can make a claim for the cost of the ticket rather the per diem as long as the claim is supported by an original receipt.

viii) Conference or Seminar Registration

Allowable Expense:

- 1) Actual Cost supported by an original receipt.

ix) Non-Travel Expenses

Allowable Expense

- 1) All non-travel expenses must be approved in advance at the board or committee level by motion or clearly identified in a program budget approved at the board or committee level. All claims must be made using original receipts.

Supporting Documents

- a) Canoe Kayak Saskatchewan Expense Claim Form
- b) <http://canoekayaksask.ca/governance/forms/>

2. Administration

2.1 Annual Calendar

Canoe Kayak Saskatchewan's annual calendar is updated online and can be found at www.canoekayaksask.ca/events.

2.2 Financial Management

General

This policy has been developed to provide guidance and a framework for the responsible financial management of Canoe Kayak Saskatchewan.

Budgeting

- a) The annual budget will be developed and evaluated based on the Strategic Plan.
- b) Preliminary annual budgets are approved by the Board of Directors 15 months in advance of the fiscal year to which they apply for submission to Sask Sport as part of the Annual Funding Request.
- c) Finalized annual budgets are approved by the Board of Directors 3 months prior to the fiscal year to which they apply and are presented to the membership at the next Annual General Meeting.

Financial Review

- a) The financial records will be audited annually by an auditor recommended by the Board of Directors and approved by the membership at the Annual General Meeting.
- b) The audited annual financial statements are approved by the Board of Directors and will be presented to the membership at the Canoe Kayak Saskatchewan Annual General Meeting.
- c) The Board of Directors will review monthly financial statements and approve the quarterly financial statements of Canoe Kayak Saskatchewan.
- d) The designated committees will review and approve quarterly financial statements, which apply to their terms of reference. Any concerns will be brought forward to the Board Treasurer and the Executive Director by the committee chair or treasurer.
- e) Monthly and quarterly financial statements will include:
 - i. Profit & Loss statements with variance reports.
 - ii. Statement of Assets and Liabilities
 - iii. Statement of Payables & Receivables

Banking & Investment Controls

- a) The savings and investments accounts of Canoe Kayak Saskatchewan will be held at chartered Canadian financial institutions.
- b) CKS is not to exceed one half of our annual funding from Sask Sport in overall net assets, as per Sask Sport guidelines.
- c) Cheques will require two signatures and will be used to make all payments and for all bank transactions. The Executive Director will sign all cheques, along with the signature of the Board Treasurer. The Board President and, where

applicable the, Vice-President will be signing alternates. Deposits can be made without a signature.

- d) Bank and investments statements will be sent to the Canoe Kayak Saskatchewan office. The Treasurer will review these statements. In addition, the Treasurer will review the monthly bank reconciliation and quarterly investment statements.
- e) Investment accounts are not to include any funds received from the annual funding provided by Sask Sport. Expenditures of an investment must follow the terms of the investment agreement and the policies of Canoe Kayak Saskatchewan and must be approved by the Canoe Kayak Saskatchewan Board of Directors.

Financial Records

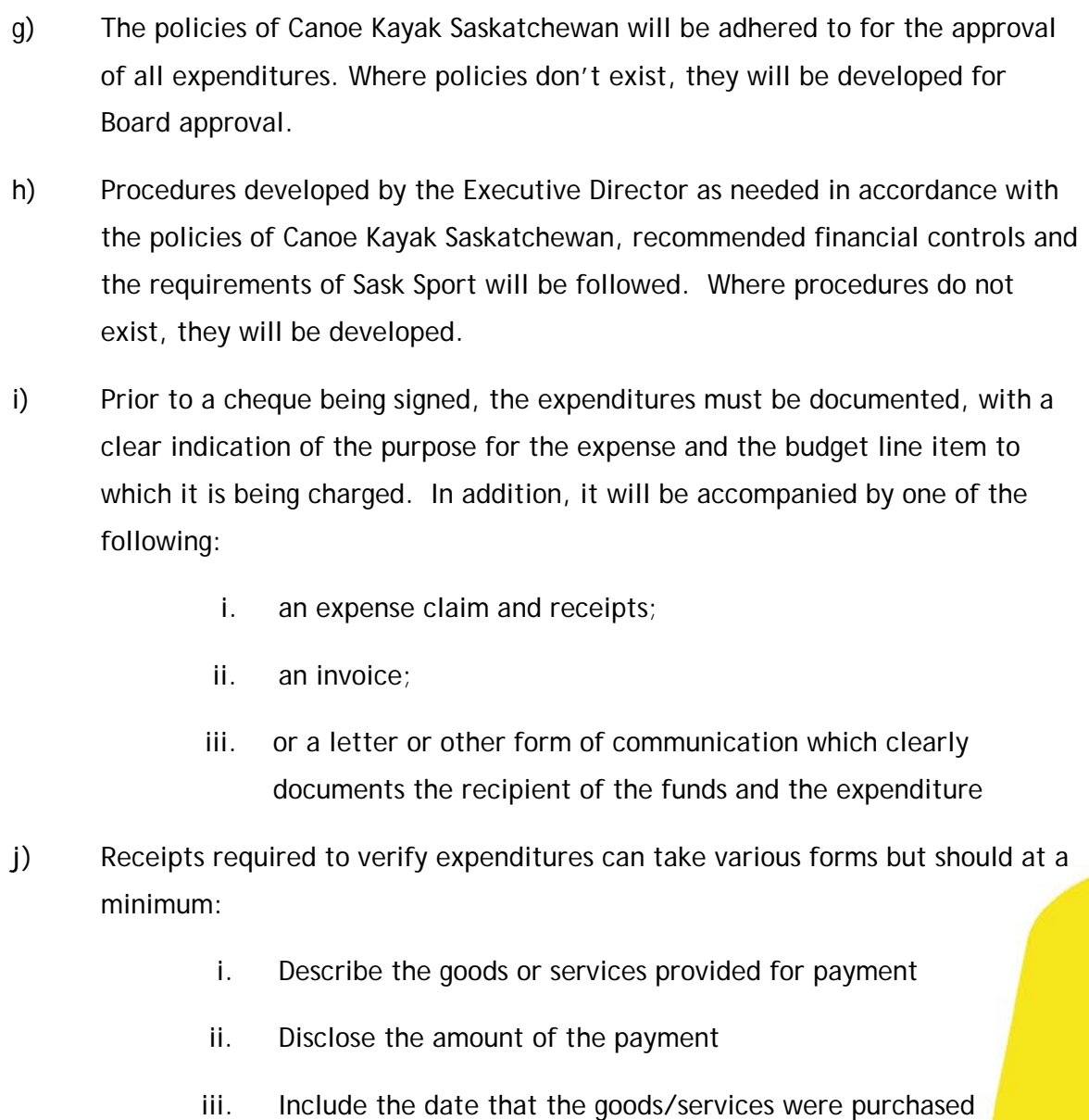
- a) The financial records, including a record of inventory, will be maintained by the Executive Director for a period of 7 years.
- b) A stipulation of all grant programs where receipts are not requested will be that the recipient will be responsible for saving receipts in the event that Canoe Kayak Saskatchewan or Sask Sport may request them at any time.

Annual Surpluses

- a) Capital expenditures are NOT to be purchased with annual funding dollars. As such, annual surpluses may occur IF they are being saved for a capital expenditure. A plan outlining the cost, purpose and saving plan, will be approved by the Board of Directors prior to the surplus occurring.

Financial Accountability

- a) Canoe Kayak Saskatchewan will follow the Saskatchewan Not for Profit Act related to financial accountability. The annual audited financial statement will be filed according to the requirements of the Corporations Branch of the Province of Saskatchewan.
- b) Canoe Kayak Saskatchewan will follow the Sask Sport and Sask Lotteries Trust Fund reporting requirements for all income and expenditures of the organization. In addition, grant requirements of other grant programs will be followed for the expenditures related to those grant programs.
- c) An annual return and refund for Goods and Services Tax will be submitted to the Canadian Revenue Agency by the Executive Director or the auditor.
- d) Direction and guidance provided by the organization's auditor and by Sask Sport will be used to guide the financial operation and controls of the organization.

- 
- e) Annual budgets will provide the framework for the approval of income and expenses. If adequate information is provided in the budget and its accompanying plans, the budget will be used as a guideline for expense approval by the Executive Director and Board Treasurer.
 - f) Minutes will be used to confirm the approval of the management of income and expenses not included or clearly defined in the annual budget and its accompanying plan or when a deviation occurs.
 - g) The policies of Canoe Kayak Saskatchewan will be adhered to for the approval of all expenditures. Where policies don't exist, they will be developed for Board approval.
 - h) Procedures developed by the Executive Director as needed in accordance with the policies of Canoe Kayak Saskatchewan, recommended financial controls and the requirements of Sask Sport will be followed. Where procedures do not exist, they will be developed.
 - i) Prior to a cheque being signed, the expenditures must be documented, with a clear indication of the purpose for the expense and the budget line item to which it is being charged. In addition, it will be accompanied by one of the following:
 - i. an expense claim and receipts;
 - ii. an invoice;
 - iii. or a letter or other form of communication which clearly documents the recipient of the funds and the expenditure
 - j) Receipts required to verify expenditures can take various forms but should at a minimum:
 - i. Describe the goods or services provided for payment
 - ii. Disclose the amount of the payment
 - iii. Include the date that the goods/services were purchased

- k) Include third party verification (supplier logo on an invoice or a copy of the cheque with a bank clearing stamp on the back.
- l) If the purchase was made online, an electronic receipt is acceptable if it includes; identification of the Vendor, Vendor's GST and PST numbers where applicable, identification of the buyer, full description of what was purchased, how much was paid, along with proof of payment indication.
- m) If an expenditure occurs or a claim is filed which is not in accordance to the policies of the organization or which has not been clearly identified in the plans and budgets of Canoe Kayak Saskatchewan, the Treasurer and the Executive Director will determine a course of action.
- n) If the Treasurer is not able to perform any of the duties outlined in this policy, those responsibilities will be performed by the President or Vice President.
- o) Cheques which remain un-cashed after a 6 month, period will be cancelled.

2.3 Privacy Policy

Our Privacy Commitment

Canoe Kayak Saskatchewan (CKS) is committed to keeping personal information accurate, confidential, secure, and private.

Based on the Personal Information Protection and Electronic Documents Act (PIPEDA), this Policy describes how CKS adheres to the ten principles of privacy set out in PIPEDA which are summarized in the attached Schedule "A." The Privacy Policy will outline the types of personal information we may collect from members, athletes and, where applicable, donors and customers, and explains how we may use it and disclose it to others. It will also outline the safeguards we implement to protect personal information and provide to members and donors the opportunity to access and correct personal information we have about them.

A copy of PIPEDA is available at the federal Privacy Officer's website at www.privcom.gc.ca.

This policy only applies to your personal information that we collect or use in relation to a commercial activity of CKS.

At CKS, we ask for your permission when we collect, use, or disclose your personal information during a commercial activity. Personal information is that which refers to you specifically and is collected in person, over the telephone or by corresponding with you via mail, facsimile, or over the internet.

When you request a service or membership from us, or participate in an athletic event sanctioned by us, we, or our affiliates, subsidiaries or related organizations, may, with your consent, collect personal information from you, which may include the following:

- a) name;
- b) mailing address;
- c) email address;
- d) telephone number;
- e) contact numbers;
- f) age
- g) gender
- h) social insurance number; and
- i) date of birth;
- j) for competitions, personal height and weight, and past competition results;
- k) in certain instances, pertinent health information regarding athletes.

The following activities are examples of when CKS may require the collection or use of your personal information:

- a) collection of membership, registration or competition fees;
- b) organization of club activities;
- c) communicating with you about CKS or related association or organization activities;
- d) compiling member statistics;
- e) compiling member, athlete, or registration lists;
- f) providing member, athlete or registration lists or member discipline or suspension reports or histories to other sports organizations;
- g) mailing out member newsletters;
- h) selling programs for competition, promotional, fundraising or other purposes;
- i) selling, bartering or leasing of member, donor or fundraising lists to third parties;
- j) participating in a dispute resolution process;
- k) participating in a fundraising or planned giving programs;
- l) communicating with members and athletes;
- m) using membership or donor lists for commercial activities of CKS or its related associations or organization; and
- n) selling advertising in publications of CKS that contain personal information about the member, a donor, or athletes (for example, athlete statistics).

During the application process to become a CKS member, or to renew your membership, or as a non-member, donor or athlete associated with CKS, you may have provided us with written consent respecting the collection, use and disclosure of your personal information. This Privacy Policy is intended to supplement, and does not replace or modify any such written consent previously provided.

You have a choice whether to provide us with the personal information requested. In our operations, however, your decision to withhold details may limit the services, association, or membership we can provide you. In some cases, we may not be able to enter a relationship with you.

CKS maintains a contact history for each member, which is used primarily for service, collection, and payment purposes. This information, however, is limited to internal use and restricted to our employees, agents, and volunteers.

The information we ask you to provide varies with the circumstances of your activity or the service you request such as:

General Inquiry

For general inquiries on our organization, you may need to provide limited information such as your name, contact address or contact number. This will allow us to contact you with regard to your interest in CKS.

CKS Service

You may need to call CKS to make an inquiry as to your standing as a member or your activities within the organization. In such instances, we will ask you to provide, at minimum, your name and residence.

Athlete Participation

We may be required to provide certain personal and statistical information regarding athletes for the purposes of competitions or rankings

We may use the personal information you provide to us to:

- a) communicate with you
- b) provide you with the information you have requested
- c) provide statistical information and results for competitions and events
- d) advertising or promotional activities

With your consent, we may also send you information about other activities in which we believe you would be interested. We want to assure you that we only use your personal information for the purposes that we have disclosed to you.

Most of the information we retain about you consists of your membership and competition record. We use transactional information to keep track of and report back to you in these areas, if requested.

- a) With Whom We May Share Your Information
- b) Related Associations and Organizations

CKS and its employees and volunteers are all governed by our policies and procedures to ensure that your information is secure and treated with the utmost care and respect. To enable you to benefit from our full range of activities and benefits, we may share information with other CKS affiliates or related organizations that perform services on our behalf or provide services to you.

Employees and Volunteers

During daily operations, access to private, sensitive and confidential information is restricted to authorized employees or volunteers who have a legitimate purpose and reason for accessing it. For example, when you call or e-mail us, our designated employees will access your information to verify that you are the member and to process your requests.

As a condition of their employment or volunteer activities, all of our employees and volunteers are required to abide by the privacy standards we have established. Educate our employees, agents and volunteers about the responsibilities of handling personal information. Unauthorized access to and/or disclosure of member information by an employee or volunteer of CKS is strictly prohibited. All employees and volunteers are expected to maintain the confidentiality of personal information, always, and failing to do so could result in appropriate disciplinary measures, which may include dismissal or termination of volunteer activities.

Outside Service Suppliers

We sometimes contract outside organizations to perform specialized services, such as processing data, applying payments or facilitating mail-outs. Our service suppliers may at times process or handle some of the information we receive from you.

When we contract with our suppliers to provide specialized services, they are given only the information necessary to perform those services. Additionally, they are prohibited from storing, analyzing or using that information for purposes other than to carry out the service contracted with us to provide. Our suppliers are bound by contractual obligations designed to protect the privacy and security of your information. As part of our contract agreements, our suppliers and their employees are required to protect your information in a manner consistent with the privacy policies and practices that we have established.

Other

We do share personal information of our members in the following circumstances:

- i) When required by law - There are some types of information that we are legally required to disclose. We may also be required to disclose information about a legal proceeding or court order to authorities. Only the information specifically requested by legitimate authorities will be disclosed;
- ii) When permitted by law - In certain other situations we may be required to disclose personal information, such as when returning a cheque due to insufficient funds or when dealing with a legal matter that concerns your membership or activities within CKS;
- iii) When disclosure is clearly in your best interests, as determined in the sole discretion of CKS, and consent cannot be obtained in a timely manner;
- iv) Where the information is in the public domain;
- v) To collect a debt owed to CKS; and
- vi) In cases of emergency.

CKS may disclose the following kind of personal information about you:

- a) Information we receive from you on your application and other forms you submit to us or communications between us, including by writing, by telephone, by fax or by electronic format. This information includes, for example, your name, your address, and telephone number.
- b) Information about your dealings and relationship with us and our related associations and organizations. For example, this information includes your membership status and athletic activities.

We may also disclose the same kind of personal information described above with respect to our former members.

How we Safeguard your Information

At CKS, we do our best to protect the privacy of our members. All our databases are password protected and customer information is given to employees and volunteers only to conduct their jobs or tasks.

We will ensure that the security of information held in our possession will be at a level that complies with PIPEDA.

Internet Websites

We do not monitor individual use of our website at www.canoekayaksask.ca. We do however monitor activities on the website to improve its functionality. This information does not contain personal information and is not permanently stored for future use.

Verifying Your Information

At CKS decisions that directly impact you are made based on the information we have about you. Therefore, it is important that your personal information is accurate and complete.

As a member, athlete, donor, or customer, you have the right to access, verify and amend your personal information held by us.

Accessing your Personal Information

CKS will provide a procedure for its members, athletes and non-member customers to view information held by CKS and to report and quickly remedy inaccurate information. There are certain situations where CKS may not provide an individual access to their personal information, including those instances where:

- i) the information is prohibitively costly to provide;
- ii) the information contains references to other individuals, including members, donors or non-member customers;
- iii) the information cannot be disclosed for legal, security or commercial propriety reasons; and
- iv) the information is subject to solicitor-client or litigation privilege.

Withdrawing Consent

Upon becoming a member of CKS, participating in activities arranged or sanctioned by us, you consent to our use, collection, verification and disclosure of your personal information in accordance with this Policy. You may at any time withdraw your consent for your personal information to be used for certain purposes. A withdrawal of consent must be in writing and must be sent to us registered mail to the address listed below. If your consent is withdrawn, this may restrict our ability to assist you or to extend membership privileges and we may not be able to provide you with all our benefits, products and services.

In Summary, we take our responsibility to respect and protect the confidentiality of your personal information very seriously. For more information about our commitment to protect the privacy and confidentiality of your personal information or to express any concerns you may have, please write to:

CKS

510 Cynthia St.

Saskatoon, SK

S7T 0V5

Attention: Privacy Officer

You can also email us at ed@canoekayaksask.ca

Schedule "A" to CKS Inc. Privacy Policy

Principle 1 -- Accountability

An organization is responsible for personal information under its control and shall designate an individual or individuals who are accountable for the organization's compliance with the following principles.

Principle 2 -- Identifying Purposes

The purposes for which personal information is collected shall be identified by the organization at or before the time the information is collected.

Principle 3 -- Consent

The knowledge and consent of the individual are required for the collection, use, or disclosure of personal information, except where inappropriate.

Principle 4 -- Limiting Collection

The collection of personal information shall be limited to that which is necessary for the purposes identified by the organization. Information shall be collected by fair and lawful means.

Principle 5 -- Limiting Use, Disclosure, and Retention

Personal information shall not be used or disclosed for purposes other than those for which it was collected, except with the consent of the individual or as required by law. Personal information shall be retained only if necessary for the fulfillment of those purposes.

Principle 6 -- Accuracy

Personal information shall be as accurate, complete, and up-to-date as is necessary for the purposes for which it is to be used.

Principle 7 -- Safeguards

Personal information shall be protected by security safeguards appropriate to the sensitivity of the information.

Principle 8 -- Openness

An organization shall make readily available to individual's specific information about its policies and practices relating to the management of personal information.

Principle 9 -- Individual Access

Upon request, an individual shall be informed of the existence, use, and disclosure of his or her personal information and shall be given access to that information. An individual shall be able to challenge the accuracy and completeness of the information and have it amended as appropriate.

Principle 10 -- Challenging Compliance

An individual shall be able to address a challenge concerning compliance with the above principles to the designated individual or individuals accountable for the organization's compliance.

Member Consent Form

Name (please Print)
Signature
Address
City /Postal Code
If person is under 18, this consent must also be signed below by a parent, legal guardian or person having power of attorney.
Name (please print)
Signature
Address
City/Postal Code

MEMBER OPT-OUT FORM

By becoming a member of, or participating in athletic events and competitions arranged, organized or sanctioned by, Canoe Kayak Saskatchewan you consent to your personal information being used in accordance with the Privacy Policy of Canoe Kayak Saskatchewan. If you do not want your personal information to be so used, you must so indicate by checking the box below.

If you do complete the following Opt-Out Form, Canoe Kayak Saskatchewan may not be able to provide certain services for you, or allow you to compete in certain competitions and activities arranged, organized or sanctioned by it.

To obtain the CKS Privacy Policy or for further information, you may contact Canoe Kayak Saskatchewan at:

Canoe Kayak Saskatchewan

510 Cynthia St.

Saskatoon, SK

S7T 0V5

I do not wish to have my personal information disclosed to any third parties not related to or affiliated with Canoe Kayak Saskatchewan.

3. Membership

3.1 Membership Policy

Purpose:

This policy intends to promote participation and support canoe-kayak excellence by ensuring that all program participants are registered members of the organization. This document's purpose is to outline the requirements of clubs and individuals to become registered members of Canoe Kayak Saskatchewan.

Policy Statement:

Canoe-Kayak membership in Saskatchewan, is regulated by Canoe Kayak Saskatchewan. Membership categories and fees are outlined in the most current version of the CKS bylaws and are valid from January 1 - December 31 of the year membership is purchased.

Application:

This policy governs the rights and responsibilities of Canoe Kayak Saskatchewan members and member clubs.

National Obligations:

Canoe Kayak Saskatchewan is responsible for paying the prescribed fees to the national body on behalf of the provincial members and member clubs.

Canoe Kayak Saskatchewan Responsibility:

- a) Review and set individual and club membership fees, each year.
- b) Ensure that all active canoe-kayak clubs and individual members, in Saskatchewan, submit, to the best of their ability, accurate and complete membership information (as outlined in the CKS membership document), each year.
- c) Ensure that all membership information is reported to the appropriate governing bodies.

- d) Maintain a membership list that allows CKS to abide by the Not for Profit Corporations Act requirements. Please see Appendix A.
 - e) Ensure member access to sport accident and liability insurance.
 - f) Verify members in good standing for the purpose of funding and participation in sanctioned activities, events, competitions and access to service.
-
- e) Ensure that membership information submitted to Canoe Kayak Saskatchewan is confidential and used only for the following purposes:
 - i. Accurately reporting statistical information to Sask Sport to receive funding as a Provincial Sport Governing Body.
 - ii. Meet the requirements of the Not for Profit Act.
 - iii. Determining funding levels for the Membership Assistance Program (MAP).
 - iv. Provide more effective services to the membership through consideration of trends, and areas for growth and development.

Member Requirements:

- a) Each member must be considered a member in good standing prior to competing in any competition or event sanctioned by Canoe Kayak Saskatchewan.
- b) Individual members can only be registered with Canoe Kayak Saskatchewan, once in a membership year. Please refer to CKS' MAP Policy for requirements of membership allocation.
- c) Individual members can request, in writing, that their personal membership be transferred to another member club at any point in the year. * Those member clubs with transfer of membership rules must also be adhered to in this process.

Member Responsibilities:

- a) 4. Abide by Canoe Kayak Saskatchewan's articles, bylaws, rules, policies and procedures.
- b) 5. Abide by all applicable Canoe Kayak Canada rules, policies and procedures.
- c) 6. Pay any, and all, prescribed fees, dues and indebtedness as established by the Board of Directors to ensure status as a member in good standing with the organization.
- d) 7. Ensure payment of membership is submitted at the time that membership information is submitted to the organization. * Membership fees are NOT refundable or transferrable.

Club member Responsibilities:

- a) Member clubs must submit registration documents and payment to Canoe Kayak Saskatchewan no later than June 30. * New clubs can apply for membership at any time*
- b) Member clubs will register those participating in club based canoe-kayak programs as members with Canoe Kayak Saskatchewan.
- c) Member clubs are responsible for keeping an up to date list of members, including the information outlined in the Canoe Kayak Saskatchewan individual membership form.
- d) Member clubs are responsible for submitting an updated list to Canoe Kayak Saskatchewan on a regular basis on the CKS template

Supporting Documents:

- 1. Canoe Kayak Saskatchewan Bylaws
- 2. Club Membership Application Form
- 3. Individual Membership Application Form
- 4. Canoe Kayak Saskatchewan Privacy Policy

3.2 Appendix 'A': Individual and Club Membership Forms

The information that must be collected is listed on our membership form which can be found at:

http://canoekayaksask.ca/wpcontent/uploads/2015/12/CKS_Individual_Membership_Form.pdf

http://canoekayaksask.ca/wpcontent/uploads/2015/12/CKS_Club_Membership_Form.pdf

3.3 Membership Assistance Program (MAP) Policy

Purpose

The purpose of the Membership Assistance Program (MAP) is provide funds directly to member clubs to increase the number of participants and the quality of sport development in Saskatchewan communities. MAP funds come from the Saskatchewan Lotteries and Trust Fund and are allocated to Canoe Kayak Saskatchewan by Sask Sport based on the Sask Sport MAP Guidelines.

Eligibility

Those clubs who were members in good standing with Canoe Kayak Saskatchewan in the year previous and who register as a member club in the current funding year are eligible for MAP funding.

To be considered a member in good standing, the club will have adhered to all reporting requirements and the related policies and procedures of Canoe Kayak Saskatchewan and registered as a member club, submitted an up to date list of members and paid all membership dues.

Special consideration will be given to an organization which may need assistance in the formation of a new club and who will become a member club of Canoe Kayak Saskatchewan in the current membership year. Each Division is responsible for identifying any special circumstances to the Board by March 1st of each year.

Funding Determination

A funding process has been developed and approved by the Canoe Kayak Saskatchewan Board of Directors to enable the determination of MAP funding levels to clubs. This process is based on the process used by Sask Sport when determining the MAP funding for each provincial sport governing body.

To determine MAP funding levels for each club, statistics from all member clubs of Canoe Kayak Saskatchewan will be accumulated. These statistics will relate to the performance

areas as specified by Sask Sport. Statistics will be reported by the clubs in their annual club profile submitted to Canoe Kayak Saskatchewan and through their membership reports.

Canoe Kayak Saskatchewan will determine a MAP budget by allocating a pool of funding for each performance area based on the percentages and funding variables used by Sask Sport for each performance area. The amount given to each club will be derived by dividing the club statistics into the funding pool established.

The sum of all performance calculations from the year previous will determine the eligible MAP grant for each club for the current year. In addition, 17% of the MAP grant made available to Canoe Kayak Saskatchewan for the current year will be divided equally among each club.

Where membership fees have been paid to Canoe Kayak Saskatchewan by members who are not affiliated with a club, the sum of dollars that would be allocated to those memberships based on the performance areas will be divided among all member clubs of Canoe Kayak Saskatchewan. This division will be done based on the club's weighting in the performance areas.

A synopsis of the base funding and performance areas percentages are illustrated below:

Base Funding & Performance Areas	Percentage of Total MAP Grant
Base Funding	17%
Membership Fees	15%
Registered Members	38%
Trained and Certified Coaches	18%
Certified Officials	12%

Performance Area Definitions

The following definitions outline conditions for accumulating performance statistics relevant to the MAP Program:

a) Membership Fees

The total of membership fees paid by the Member Club to Canoe Kayak Saskatchewan.

b) Registered Members

The total number of club members registered by the Member Club with Canoe Kayak Saskatchewan.

Each club must submit a list of registered members to Canoe Kayak Saskatchewan. Please refer to the Canoe Kayak Saskatchewan Membership Policy for information about membership in the organization. The list of members and the membership fees provided by the club must reconcile.

c) Trained and Certified Coaches

The total number of active certified or trained coaches that are registered members of the club.

To be recognized, coaches must be fully certified through the old NCCP structure (minimum: Level 1, certified) or "Trained" or "Certified" in any of the three streams and contexts of the new NCCP structure (Community; Instructor; and Competition streams). In addition, Instructors could be certified through the Paddle Canada Instructor Program. All Certified or Trained coaches are recognized equally and must be verifiable by National Coaching Certification Program and Paddle Canada records. In addition, those listed as coaches must have been actively engaged in coaching or instructing organized athlete and participant programs with the club in the membership year.

- d) A Coach can be claimed only once regardless of certification or training under old or new NCCP systems. The club must provide a list of active coaches that are members of the club, along with their levels of certification in their year end club profile statistics.
- e) Certified Officials

The total number of active certified officials that are registered members of the club.

The MAP program will recognize only those officials that are active and have undertaken a CanoeKayak Canada comprehensive training program to become accredited or certified. Minor officials (i.e. scorekeepers, timekeepers) are not eligible to be claimed for the MAP program. Officials must have performed duties at one event in the membership year which was either hosted by the club or performed duties at another event on behalf of the club, Canoe Kayak Saskatchewan or CanoeKayak Canada.

The club must provide an accurate list of active officials, along with their level of certification in their year end club profile statistics.

Administration of the MAP Program

- a) Application

Member Clubs will receive notification of their annual MAP grant allocation by April 15th of each year. Member clubs must apply for their eligible level of MAP funding by July 15th of each year by submitting an application and spending plan.

The Spending Plan budget should include club self-help contributions. In addition, it is possible for additional funding to become available if not all clubs access their MAP grant. Clubs therefore should not limit their spending plan to the amount of their grant allocation

Please see attachment A for the MAP Application and Spending Plan form. An electronic version of this document can be found at the following link:

http://sasksport.sk.ca/pdf/funding/MAP_Application.pdf

b) Approval

Canoe Kayak Saskatchewan will review all applications and administer funds to those clubs whose projects were approved. Funds will be approved based on the eligible expenses outlined in this policy. Clubs will receive confirmation of funding from Canoe Kayak Saskatchewan within 30 days of submitting their application.

Approved projects and grant support must take place within the calendar year for which the grant funds were approved. Retroactive funding or pre-funding for projects that take place outside of the calendar year is not permitted.

c) Follow-up

Clubs receiving MAP grants must complete and submit the grant follow-up by November 1st and include the following:

- i. A completed MAP Follow-up Report Form signed by the club President or Commodore. Please see attachment B for a copy of the form. An electronic version of the document can be found at the following link:
http://sasksport.sk.ca/pdf/funding/MAP_Followup.pdf

- ii. Documentation (receipts) to verify expenditures. These can take various forms but should at a minimum:
 - i. Indicate name of recipient (person and business) of the funds.
 - ii. Describe the goods or services provided for payment
 - iii. Disclose the amount of payment
 - iv. Include the date that the goods/services were purchased (must be within the MAP grant year)
 - v. Include third party verification (company logo on sales receipts, signature of the recipient on an expense claim or a copy of the cheque, with the bank clearing stamp on the back).
 - vi. Invoices will not be considered proof of payment. Any invoices submitted as documentation must also be accompanied by a copy of the cheque used to pay the invoice, with the bank clearing stamp on the back,

NOTE: Legible copies of documents for financial accountability (i.e. receipts, cancelled cheques, invoices, expense claims, etc.) are acceptable. Original documents are not necessary for submission but should be maintained by the club in the event that Canoe Kayak Saskatchewan, Sask Sport or their auditors may need to see the original documents.

d) Payment

Clubs will receive 50% of their eligible MAP Grant upon the receipt and approval of an Application and Spending Plan. Payment will be forwarded within 30 days of the receipt of the Application and Spending Plan if it is approved. Non-approved applications will be returned to the club for resubmission.

The remaining 50% will be paid out upon the receipt and approval of the Follow-Up Report. Payment will be forwarded within 30 days of the receipt of the Follow-up Reports if it is approved. Non-approved Follow-Up reports will be returned to the club for resubmission.

Clubs not meeting the deadline for application and/or follow-up will not receive funds.

Any unused MAP Funds will be re-allocated to those clubs meeting the deadlines using the same formula used to make the initial MAP Fund allocations.

Ineligible Expenses

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

- a) Any construction, upgrading, maintenance or operating costs of facilities.
- b) Expenditures for which other grant dollars have been used. Two different grants can not be used to pay the same dollar of expense, whether the grant comes from Canoe Kayak Saskatchewan or any other granting agency.
- c) Cash prizes
- d) Social events or meals
- e) Alcoholic beverages
- f) Research projects or feasibility studies
- g) Out of Province Travel
- h) Provincial or University CIS team expenses

Accountability to Canoe Kayak Saskatchewan

Clubs are required to acknowledge and publicly recognize that the support received through MAP Funds from the Saskatchewan Lotteries Trust Fund as these funds are derived from the proceeds of the sale of lottery tickets in Saskatchewan.

All documentation relating to the MAP grant program, including receipts and follow-up reports must be retained by the club for a minimum of 7 years and be made available for review if needed by the audit firm engaged by Canoe Kayak Saskatchewan or Sask Sport.

Grants are administered to clubs with the understanding that funds will be used in accordance with policies of the MAP program. In the event that funds are unused, or do not adhere to these policies, they will be required to be returned to Canoe Kayak Saskatchewan.

If a club does not submit a follow-up report and/or provide receipts to verify all the expenditures, the club will be required to return funding for unsupported expenditures that have already been received to Canoe Kayak Saskatchewan. Furthermore, if grant money is not returned to Canoe Kayak Saskatchewan, the club will be ineligible to receive any future MAP funding.

Support Documents

1. Membership Assistance Program Application and Spending Plan Form
2. http://sasksport.sk.ca/pdf/funding/MAP_Application.pdf
 - a. Membership Assistance Program Follow-up Report Form
3. http://sasksport.sk.ca/pdf/funding/MAP_Application.pdf
 - a. Sask Sport Membership Assistance Guidelines:

<http://www.sasksport.sk.ca/pdf/funding/map.pdf>

3.4 Code of Conduct

Definitions

1. The following terms have these meanings in this Code:

- a) "Association" - Canoe Kayak Saskatchewan
- b) "Individuals" - All categories of membership defined in the Association's Bylaws, as well as all individuals engaged in activities with the Association including, but not limited to, athletes, coaches, referees, officials, volunteers, managers, administrators, committee members, and directors and officers of the Association
- c) "Harassment" - Behaviour that constitutes harassment is defined in Section 7(b)
- d) "Workplace Harassment or Workplace Violence" - Behaviour that constitutes workplace harassment and workplace violence is defined in Section 7(c)
- e) "Sexual harassment" - Behaviour that constitutes sexual harassment and workplace violence is defined in Section 7(d)

Purpose

2. The purpose of this Code is to ensure a safe and positive environment by making Individuals aware that there is an expectation of appropriate behaviour consistent with this Code. The Association supports equal opportunity, prohibits discriminatory practices, and is committed to providing an environment in which all individuals are treated with respect and fairness.

Application of this Code

3. This Code applies to Individuals' conduct during the Association's business, activities, and events including, but not limited to, competitions, practices, tryouts, training camps, travel associated with the Association's activities, the Association's office environment, and any meetings.

4. This Code also applies to Individuals' conduct outside of the Association's business, activities, and events when such conduct adversely affects relationships within the Association and/or its Members (and its work and sport environment) and is detrimental to the image and reputation of the Association. Such jurisdiction will be determined by the Association at its sole discretion.

5. An Individual who violates this Code may be subject to sanctions pursuant to the Association's Discipline and Complaints Policy.

6. An employee of the Association found to have breached this Code will be subject to appropriate disciplinary action subject to the terms of the Association's Human Resources Policy, as well as the employee's Employment Agreement, as applicable. Violations could result in a warning, reprimand, access restrictions, suspension and other disciplinary actions up to and including termination of employment/contract.

Responsibilities

7. Individuals have a responsibility to:

a) Maintain and enhance the dignity and self-esteem of the Association members and other individuals by:

- i. Demonstrating respect to individuals regardless of body type, physical characteristics, athletic ability, age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status, gender identity, gender expression, sex, and sexual orientation
- ii. Focusing comments or criticism appropriately and avoiding public criticism of Individual or the Association
- iii. Consistently demonstrating the spirit of sportsmanship, sport leadership, and ethical conduct

- iv. Acting, when appropriate, to correct or prevent practices that are unjustly discriminatory
- v. Consistently treating individuals fairly and reasonably
- vi. Ensuring adherence to the rules of the sport and the spirit of those rules

b) Refrain from any behaviour that constitutes harassment. Types of behaviour that constitute harassment include, but are not limited to:

- a. Written or verbal abuse, threats, or outbursts
- b. The display of visual material which is offensive or which one ought to know is offensive
- c. Unwelcome remarks, jokes, comments, innuendo, or taunts
- d. Leering or other suggestive or obscene gestures
- e. Condescending or patronizing behaviour which is intended to undermine self-esteem, diminish performance or adversely affect working conditions
- f. Practical jokes which cause awkwardness or embarrassment, endanger a person's safety, or negatively affect performance
- g. Any form of hazing
- h. Unwanted physical contact including, but not limited to, touching, petting, pinching, or kissing
- i. Unwelcome sexual flirtations, advances, requests, or invitations
- j. Physical or sexual assault
- k. Behaviours such as those described above that are not directed towards a specific individual or group but have the same effect of creating a negative or hostile environment
- l. Retaliation or threats of retaliation against an individual who reports harassment

c) Refrain from any behaviour that constitutes Workplace Harassment or Workplace Violence, where workplace harassment is defined as conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome; and where workplace violence is defined as the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker; an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker; or a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker. Workplace matters should not be confused with legitimate, reasonable management actions that are part of the normal work function, including measures to correct performance deficiencies, such as placing someone on a performance improvement plan, or imposing discipline for workplace infractions. Types of behaviour that constitute workplace harassment or workplace violent include, but are not limited to:

Workplace Harassment

- i. Bullying
- ii. Repeated offensive or intimidating phone calls or emails
- iii. Inappropriate touching, advances, suggestions or requests
- iv. Displaying or circulating offensive pictures, photographs or materials
- v. Psychological abuse
- vi. Discrimination
- vii. Intimidating words or conduct (offensive jokes or innuendos)
- viii. Words or actions which are known or should reasonably be known to be offensive, embarrassing, humiliating, or demeaning

Workplace Violence

- ix. Verbal threats to attack a worker
- x. Sending to or leaving threatening notes or emails
- xi. Making threatening physical gestures
- xii. Wielding a weapon
- xiii. Hitting, pinching or unwanted touching which is not accidental
- xiv. Blocking normal movement or physical interference, with or without the use of equipment
- xv. Sexual violence
- xvi. Any attempt to engage in the type of conduct outlined above

d) Refrain from any behaviour that constitutes Sexual Harassment, where sexual harassment is defined as unwelcome sexual comments and sexual advances, requests for sexual favours, or conduct of a sexual nature. Types of behaviour that constitute sexual harassment include, but are not limited to:

- i. Sexist jokes
- ii. Display of sexually offensive material
- iii. Sexually degrading words used to describe a person
- iv. Inquiries or comments about a person's sex life
- v. Unwelcome sexual flirtations, advances, or propositions
- vi. Persistent unwanted contact

- e) Abstain from the non-medical use of drugs or the use of performance-enhancing drugs or methods. More specifically, the Association adopts and adheres to the Canadian Anti-Doping Program. The Association will respect any penalty enacted pursuant to a breach of the Canadian Anti-Doping Program, whether imposed by the Association or any other sport Association
- f) Refrain from associating with any person for the purpose of coaching, training, competition, instruction, administration, management, athletic development, or supervision of the sport, who has incurred an anti-doping rule violation and is serving a sanction involving a period of ineligibility imposed pursuant to the Canadian Anti-Doping Program and/or the World Anti-Doping Code and recognized by the Canadian Centre for Ethics in Sport (CCES)
- g) Refrain from the use of power or authority in an attempt to coerce another person to engage in inappropriate activities
- h) Refrain from consuming alcohol, tobacco products, or recreational drugs while participating in Association programs, activities, competitions, or events. In the case of adults, avoid consuming alcohol and/or tobacco in situations where minors are present and take reasonable steps to manage the responsible consumption of alcohol and/or tobacco in adult-oriented social situations associated with the Association's events.
- i) Respect the property of others and not wilfully cause damage
- j) Adhere to all federal, provincial, municipal and host country laws
- k) Comply, at all times, with the Association's bylaws, policies, procedures, and rules and regulations, as adopted and amended from time to time
- l) When driving a vehicle with an Individual:
- i. Not have his or her license suspended
 - ii. Not be under the influence of alcohol, illegal drugs or substances
 - iii. Have valid car insurance

m) Refrain from engaging in deliberate cheating which is intended to manipulate the outcome of a competition and/or not offer or receive any bribe which is intended to manipulate the outcome of a competition.

Board/Committee Members

8. In addition to section 7 (above), Association's Directors and Committee Members will have additional responsibilities to:

- a) Function primarily as a member of the board and/or committee(s) of Association; not as a member of any other particular member or constituency
- b) Act with honesty and integrity and conduct themselves in a manner consistent with the nature and responsibilities of the Association's business and the maintenance of Individuals' confidence
- c) Ensure that the Association's financial affairs are conducted in a responsible and transparent manner with due regard for all fiduciary responsibilities
- d) Conduct themselves openly, professionally, lawfully and in good faith in the best interests of Association
- e) Be independent and impartial and not be influenced by self-interest, outside pressure, expectation of reward, or fear of criticism
- f) Behave with decorum appropriate to both circumstance and position
- g) Keep informed about the Association's activities, the provincial sport community, and general trends in the sectors in which they operate
- h) Exercise the degree of care, diligence, and skill required in the performance of their duties pursuant to the laws under which the Association is incorporated
- i) Respect the confidentiality appropriate to issues of a sensitive nature
- j) Respect the decisions of the majority and resign if unable to do so
- k) Commit the time to attend meetings and be diligent in preparation for, and participation in, discussions at such meetings
- l) Have a thorough knowledge and understanding of all Association governance documents
- m) Conform to the bylaws and policies approved by Association

Coaches

9. In addition to section 7 (above), coaches have many additional responsibilities. The coach-athlete relationship is a privileged one and plays a critical role in the personal, sport, and athletic development of the athlete. Coaches must understand and respect the inherent power imbalance that exists in this relationship and must be extremely careful not to abuse it, consciously or unconsciously. Coaches will:

- a) Ensure a safe environment by selecting activities and establishing controls that are suitable for the age, experience, ability, and fitness level of the involved athletes
- b) Prepare athletes systematically and progressively, using appropriate time frames and monitoring physical and psychological adjustments while refraining from using training methods or techniques that may harm athletes
- c) Avoid compromising the present and future health of athletes by communicating and cooperating with sport medicine professionals in the diagnosis, treatment, and management of athletes' medical and psychological treatments
- d) Accept and promote athletes' personal goals and refer athletes to other coaches and sports specialists as appropriate
- e) Support the coaching staff of a training camp, provincial team, or national team; should an athlete qualify for participation with one of these programs
- f) Provide athletes (and the parents/guardians of minor athletes) with the information necessary to be involved in the decisions that affect the athlete
- g) Act in the best interest of the athlete's development as a whole person
- h) Comply with the Association's Screening Policy, if applicable.
- i) Report to the Association any ongoing criminal investigation, conviction, or existing bail conditions, including those for violence, child pornography, or possession, use, or sale of any illegal substance
- j) Under no circumstances provide, promote, or condone the use of drugs (other than properly prescribed medications) or performance-enhancing substances and, in the case of minors, alcohol and/or tobacco

- k) Respect athletes playing with other teams and, in dealings with them, not encroach upon topics or actions which are deemed to be within the realm of 'coaching', unless after first receiving approval from the coaches who are responsible for the athletes
- l) Dress professionally, neatly, and inoffensively
- m) Use inoffensive language, taking into account the audience being addressed
- n) Recognize the power inherent in the position of coach and respect and promote the rights of all participants in sport. This is accomplished by establishing and following procedures for confidentiality (right to privacy), informed participation, and fair and reasonable treatment. Coaches have a special responsibility to respect and promote the rights of participants who are in a vulnerable or dependent position and less able to protect their own rights
- o) Not engage in a sexual relationship with an athlete under 18 years old, or an intimate or sexual relationship with an athlete over the age of 18 if the coach is in a position of power, trust, or authority over the athlete
- p) Refrain from using their power or authority to coerce another person to engage in or tolerate sexual or harmful activities.
- q) Refrain from conduct that causes physical or emotional harm to Individuals
- r) Prevent the use of power or authority in an attempt, successful or not, to coerce another person to engage in or tolerate sexual activity.

Athletes

10. In addition to section 7 (above), athletes will have additional responsibilities to:

- a) Report any medical problems in a timely fashion, when such problems may limit their ability to travel, practice, or compete; or in the case of carded athletes, interfere with the athlete's ability to fulfill their carded athlete requirements
- b) Participate and appear on-time, well-nourished, and prepared to participate to their best abilities in all competitions, practices, training sessions, tryouts, tournaments, and events
- c) Properly represent themselves and not attempt to participate in a competition for which they are not eligible by reason of age, classification, or other reason
- d) Adhere to the Association's rules and requirements regarding clothing and equipment
- e) Act in a sportsmanlike manner and not display appearances of violence, foul language, or gestures to other athletes, officials, coaches, or spectators
- f) Dress in a manner representative of the Association; focusing on neatness, cleanliness, and discretion
- g) Act in accordance with the Association's policies and procedures and, when applicable, additional rules as outlined by coaches or managers

Officials

11. In addition to section 7 (above), officials will have additional responsibilities to:

- a) Maintain and update their knowledge of the rules and rules changes
- b) Work within the boundaries of their position's description while supporting the work of other officials
- c) Act as an ambassador of the Association by agreeing to enforce and abide by national and provincial rules and regulations
- d) Take ownership of actions and decisions made while officiating
- e) Respect the rights, dignity, and worth of all individuals
- f) Not publicly criticize other officials or any club or the Association
- g) Act openly, impartially, professionally, lawfully, and in good faith
- h) Be fair, equitable, considerate, independent, honest, and impartial in all dealings
- i) Respect the confidentiality required by issues of a sensitive nature, which may include ejections, defaults, forfeits, discipline processes, appeals, and specific information or data about Individuals
- j) Honour all assignments unless unable to do so by virtue of illness or personal emergency, and in these cases, inform the assignor or the Association at the earliest possible time
- k) When writing reports, set out the true facts
- l) Dress in proper attire for officiating

Parents/Guardians and Spectators

12. In addition to paragraph 7 above, Parents/Guardians and Spectators at events will:

- a) Encourage athletes to play by the rules and to resolve conflicts without resorting to hostility or violence
- b) Condemn the use of violence in any form
- c) Never ridicule a participant for making a mistake during a performance or practice
- d) Provide positive comments that motivate and encourage participants continued effort
- e) Respect the decisions and judgments of officials, and encourage athletes to do the same. Feedback on competition performances is provided by officials only to the coaching staff, so parents are encouraged to discuss any questions with your athlete's coach
- f) Recognize that officials, executives and staff act in good faith, and in the best interests of the athletes and sport as a whole.
- g) Respect the decisions and judgments of officials, and encourage athletes to do the same
- h) Never question an officials' or staffs' judgment or honesty
- i) Support all efforts to remove verbal and physical abuse, coercion, intimidation and sarcasm
- j) Respect and show appreciation to all competitors, and to the coaches, officials and other volunteers
- k) Refrain from the use of bad language, nor harass competitors, coaches, officials, parents/guardians or other spectators

3.5 *Conflict of Interest Policy*

Definitions

1. The following terms have these meanings in this Policy:
 - a) “Association” - Canoe Kayak Saskatchewan
 - b) “Conflict of Interest” - Any situation in which an Individual’s decision-making, which should always be in the best interests of the Association, is influenced or could be influenced by personal, family, financial, business, or other private interests.
 - c) “Individuals” - All categories of membership defined in the Association’s Bylaws, as well as all individuals engaged in activities with the Association including, but not limited to, athletes, coaches, referees, officials, volunteers, managers, administrators, committee members, and directors and officers of the Association
 - d) “In writing” - A letter, fax or email sent directly to the Association.
 - e) “Pecuniary Interest” - An interest that an individual may have in a matter because of the reasonable likelihood or expectation of financial gain or loss for that individual, or another person with whom that individual is associated.
 - f) “Non-Pecuniary Interest” - An interest that an individual may have in a matter which may involve family relationships, friendships, volunteer positions or other interests that do not involve the potential for financial gain or loss.

Background

2. Individuals who act on behalf of an organization have a duty first to that organization and second to any personal stake they have in the operations of the Association. For example, in not-for-profit organizations, Directors are required, by law, to act as a trustee (in good faith, or in trust) of the Association. Directors, and other stakeholders, must not put themselves in positions where making a decision on behalf of the Association is connected to their own “pecuniary” or “non-pecuniary” interests. That would be a conflict of interest situation.

Purpose

3. The Association strives to reduce and eliminate nearly all instances of conflict of interest at the Association - by being aware, prudent, and forthcoming about the potential conflicts. This Policy describes how Individuals will conduct themselves in matters relating to conflict of interest, and will clarify how Individuals shall make decisions in situations where conflict of interest may exist.
4. This Policy applies to all Individuals.

Obligations

5. Any real or perceived conflict of interest, whether pecuniary or non-pecuniary, between an Individual’s personal interest and the interests of the Association, shall always be resolved in favour of the Association.
6. Individuals will not:
 - a) Engage in any business or transaction, or have a financial or other personal interest, that is incompatible with their official duties with the Association, unless such business, transaction, or other interest is properly disclosed to the Association and approved by the Association.

- b) Knowingly place themselves in a position where they are under obligation to any person who might benefit from special consideration or who might seek preferential treatment.
- c) In the performance of their official duties, give preferential treatment to family members, friends, colleagues, or organizations in which their family members, friends, or colleagues have an interest financial or otherwise.
- d) Derive personal benefit from information that they have acquired during the course of fulfilling their official duties with the Association, if such information is confidential or not generally available to the public.
- e) Engage in any outside work, activity, or business or professional undertaking that conflicts or appears to conflict with their official duties as a representative of the Association, or in which they have an advantage or appear to have an advantage on the basis of their association with the Association.
- f) Without the permission of the Association, use the Association's property, equipment, supplies, or services for activities not associated with the performance of their official duties with the Association.
- g) Place themselves in positions where they could, by virtue of being an Association Individual, influence decisions or contracts from which they could derive any direct or indirect benefit.
- h) Accept any gift or favour that could be construed as being given in anticipation of, or in recognition for, any special consideration granted by virtue of being an Association Individual.

Disclosure of Conflict of Interest

7. On an annual basis, all the Association's Directors, Officers, Employees, and Committee Members will complete a Declaration Form disclosing any real or perceived conflicts that they might have. Declaration Forms shall be retained by the Association.
8. Individuals shall disclose real or perceived conflicts of interest to the Association's Board immediately upon becoming aware that a conflict of interest may exist.
9. Individuals shall also disclose any and all affiliations with any and all other organizations involved with the same sport. These affiliations include any of the following roles: athlete, coach, manager, official, employee, volunteer, officer or director.

Minimizing Conflicts of Interest in Decision-Making

10. Decisions or transactions that involve a conflict of interest that has been proactively disclosed by an Individual will be considered and decided with the following additional provisions:
 - a) The nature and extent of the Individual's interest has been fully disclosed to the body that is considering or making the decision, and this disclosure is recorded or noted.
 - b) The Individual does not participate in discussion on the matter.
 - c) The Individual abstains from voting on the decision.
 - d) For board-level decisions, the Individual does not count toward quorum.
 - e) The decision is confirmed to be in the best interests of the Association.

11. For potential conflicts of interest involving employees, the Association's Board will determine whether there is there a conflict and, if one exists, the employee will resolve the conflict by ceasing the activity giving rise to the conflict. The Association will not restrict employees from accepting other employment contracts or volunteer appointments provided these activities do not diminish the employee's ability to perform the work described in the employee's job agreement with the Association or give rise to a conflict of interest.

Conflict of Interest Complaints

12. Any person who believes that an Individual may be in a conflict of interest situation should report the matter, in writing (or verbally if during a meeting of the Board or any committee), to the Association's Board who will as quickly as possible decide appropriate measures to eliminate the conflict.
13. The Association's Board decision as to whether, or not, a conflict of interest exists will be governed by the following procedures:
 - a) Copies of any written documents to be considered by the Board will be provided to the Individual who may be in a conflict of interest situation
 - b) The Individual who may be in a conflict of interest situation will be provided an opportunity to address the Association's Board orally or if granted such right by the Association's Board, in writing
 - c) The decision will be by a majority vote of the Association's Board
14. If the Individual acknowledges the conflict of interest, the Individual may waive the right to be heard, in which case the Association's Board will determine the appropriate sanction.

Decision

15. After hearing and/or reviewing the matter, the Association's Board will determine whether a conflict of interest exists and, if so, the sanctions to be imposed.

Sanctions

16. The Board may apply the following actions singly or in combination for real or perceived conflicts of interest:
 - a) Removal or temporary suspension of certain responsibilities or decision-making authority.
 - b) Removal or temporary suspension from a designated position.
 - c) Removal or temporary suspension from certain teams, events and/or activities.

- d) Expulsion from the Association.
- e) Other actions as may be considered appropriate for the real or perceived conflict of interest.

17. Any person who believes that an Individual has made a decision that was influenced by real or perceived conflict of interest may submit a complaint, in writing, to the Association to be addressed under the Association's Discipline and Complaints Policy.

18. Failure to comply with an action as determined by the Board will result in automatic suspension from the Association until compliance occurs.

19. The Board may determine that an alleged real or perceived conflict of interest is of such seriousness as to warrant suspension of designated activities pending a meeting and a decision of the Board.

Enforcement

20. Failure to adhere to this Policy may permit discipline in accordance with the Association's Discipline and Complaints Policy.

3.5a Conflict of Interest - Declaration Form

I have read the Association's Conflict of Interest Policy, I agree to be bound by the obligations contained therein, and I commit to avoid any real or perceived conflict of interest. I also commit to disclosing the existence of any real or perceived conflict of interest to the Board, as soon as it is known to me.

I declare the following interests which may represent a potential conflicting interest:

Name:

Signature:

Date:

3.6 Discipline and Complaints Policy

Definitions

1. The following terms have these meanings in this Policy:

- a. "Association" - Canoe Kayak Saskatchewan
 - b. "Case Manager" - An individual appointed by the Association, who need not be a member or affiliated with the Association, to administer this Discipline and Complaints Policy. The Case Manager will comply with the position description described in Appendix "A".
 - c. "Complainant" - The Party alleging an infraction
 - d. "Days" - Days including weekend and holidays
4. "Individuals" - All categories of membership defined in the Association's Bylaws, including clubs, teams, as well as all individuals engaged in activities with the Association including, but not limited to, athletes, coaches, referees, officials, volunteers, managers, administrators, committee members, and directors and officers of the Association
5. "In writing" - A letter, fax or email sent directly to the Association.
6. "Respondent" - The alleged infracting Party
7. "Discipline Committee" will be comprised of the organizations President and two additional Executive members. The Executive Director will be considered ex-officio and sit in on the meetings. In the case of a conflict of interest a CKS Director may be asked to replace an existing committee member.

Purpose

Individuals and participants are expected to fulfill certain responsibilities and obligations including, but not limited to, complying with Association's policies, bylaws, rules and regulations, and Codes of Conduct. Non-compliance may result in sanctions pursuant to this Policy.

Application of this Policy

7. This Policy applies to all Individuals relating to matters that may arise during the course of Association's business, activities, and events including, but not limited to, competitions, practices, tryouts, training camps, travel associated with Association activities, and any meetings.
8. This Policies also applies to Individuals' conduct outside of the Association's business, activities, and events when such conduct adversely affects relationships within the Association (its work and/or sport environment) or is detrimental to the image and reputation of the Association. The jurisdiction of this Policy will be determined by the Association at its sole discretion.
9. This Policy does not prevent discipline from being applied, during a competition or event. Further discipline may be applied according to this Policy. Any infractions or complaints occurring within competition will be dealt with by the procedures specific to the competition, if applicable. In such situations, disciplinary sanctions will be for the duration of the competition, training, activity or event only.
10. An employee of the Association found to have to be a Respondent will be subject to appropriate disciplinary action subject to the terms of the Association's Human Resources Policy, as well as the employee's Employment Agreement, as applicable. Violations may result in a warning, reprimand, restrictions, suspension or other disciplinary actions up to and including termination of employment.

Reporting a Complaint

11. Any Individual may report any complaint to the Association. A complaint must be In Writing and must be filed within _14 days of the alleged incident. Complaints should be submitted to:

Executive Director, Canoe Kayak Saskatchewan 510 Cynthia St, Saskatoon Saskatchewan
ed@canoekayaksask.ca

- a) A Complainant wishing to file a complaint outside of the _14_ days must provide a written statement giving reasons for an exemption to this limitation. The decision to accept or deny the complaint outside of the 14 days will be at the sole discretion of the Case Manager. This decision may not be appealed.
- b) At the Association's discretion, the Association may act as the complainant and initiate the complaint process under the terms of this Policy. In such cases, the Association will identify an individual to represent the Association.
- c) Resignation or lapsing of membership after a complaint is filed does not preclude disciplinary proceedings being pursued under this policy.
- d) Upon receiving a complaint, the Association will review the complaint to determine validity and required next steps.

Case Manager

- e) Upon the receipt and review of a complaint, the Association may appoint or request the appointment of an independent Case Manager to manage and administer complaints submitted in accordance with this Policy and such appointment is not appealable. Case Manager services will be accessible through Sask Sport from an external firm or pool of individuals with knowledge and expertise in dispute resolution.
- f) The Case Manager has a responsibility to:
 - i. Determine whether the complaint is within the jurisdiction of this Policy or frivolous
 - ii. Propose the use of the Association's Alternate Dispute Resolution Policy
 - iii. Appoint the Discipline Panel, if necessary
 - iv. Coordinate all administrative aspects and set timelines
 - v. Provide administrative assistance and logistical support to the Panel as required
 - vi. Provide any other service or support that may be necessary to ensure a fair and timely proceeding.

Procedures

- a) If the Case Manager determines the complaint is:
 - i. Frivolous or outside the jurisdiction of this Policy, the complaint will be dismissed immediately.
 - ii. Not frivolous and within the jurisdiction of this Policy, the Case Manager will notify the Parties the complaint is accepted and the applicable next steps.
- h) The Case Manager's decision to accept or dismiss the complaint may not be appealed.
- i) The Case Manager will establish and adhere to timeframes that ensure procedural fairness and that the matter is heard in a timely fashion.
- j) After notifying the Parties that the complaint has been accepted, the Case Manager will first, propose the Association's Alternate Dispute Resolution Policy with the objective of resolving the dispute. If the dispute is not resolved or the parties refuse the Alternate Dispute Resolution Policy, the Case Manager will appoint a Discipline Panel, which shall consist of a single Adjudicator, to hear the complaint. In extraordinary circumstances, and at the discretion of the Case Manager, a Panel of three persons may be appointed to hear the complaint. In this event, the Case Manager will appoint one of the Panel's members to serve as the Chair.

13. The Case Manager, in cooperation with the Discipline Panel, will then decide the format under which the complaint will be heard. This decision may not be appealed. The format of the hearing, which may involve direct communications with the Parties, an oral in-person hearing, an oral hearing by telephone or other telecommunications, a hearing based on a review of documentary evidence submitted in advance of the hearing, or a combination of these methods. The hearing will be governed by the procedures that the Case Manager and the Discipline Panel deem appropriate in the circumstances, provided that:

- a) The Parties will be given appropriate notice of the day, time, and place of the hearing, in the case of an oral in-person hearing, an oral hearing by telephone or other telecommunications
 - b) Copies of any written documents which the parties wish to have the Panel consider will be provided to all Parties, through the Case Manager, in advance of the hearing and/or decision rendered
 - c) The Parties may be accompanied by a representative, advisor, or legal counsel at their own expense
 - d) The Discipline Panel may request that any other individual participate and give evidence at the hearing
 - e) The Discipline Panel may allow as evidence at the hearing any oral evidence and document or thing relevant to the subject matter of the complaint, but may exclude such evidence that is unduly repetitious and shall place such weight on the evidence as it deems appropriate
 - f) The decision will be by a majority vote of the Discipline Panel
14. If the Respondent acknowledges the facts of the incident, the Respondent may waive the hearing, in which case the Discipline Panel will determine the appropriate disciplinary sanction. The Discipline Panel may still hold a hearing for the purpose of determining an appropriate sanction.

15. The hearing will proceed in any event, even if a Party chooses not to participate in the hearing.
16. If a decision affects a 3rd party to the extent that the 3rd party would have recourse to a complaint or an appeal in their own right, that 3rd party will become a party and apart of the complaint procedure to the complaint in question and will be bound by the decision.
17. In fulfilling its duties, the Panel may obtain independent advice.

Decision

18. After hearing and/or reviewing the matter, the Discipline Panel will determine whether an infraction has occurred and, if so, the sanctions to be imposed. Within fourteen (14) days of the hearing's conclusion, the Discipline Panel's written decision, with reasons, will be distributed to all Parties, the Case Manager, and the Association. In extraordinary circumstances, the Discipline Panel may first issue a verbal or summary decision soon after the hearing's conclusion, with the full written decision to be issued before the end of the fourteen (14) day period. The decision will be considered a matter of public record unless decided otherwise by the Discipline Panel.

Sanctions

21. The Panel may apply the following disciplinary sanctions, singularly or in combination:
 - a) Verbal or written reprimand
 - b) Verbal or written apology
 - c) Service or other contribution to the Association
 - d) Removal of certain privileges
 - e) Suspension from certain teams, events, and/or activities
 - f) Suspension from all Association activities for a designated period of time
 - g) Withholding of prize money or awards
 - h) Payment of the cost of repairs for property damage
 - i) Suspension of funding from the Association or from other sources
 - j) Expulsion from the Association
 - k) Any other sanction considered appropriate for the offense
25. Unless the Discipline Panel decides otherwise, any disciplinary sanctions will begin immediately, notwithstanding an appeal. Failure to comply with a sanction as determined by the Discipline Panel will result in automatic suspension until such time as compliance occurs.
26. Infractions that result in discipline will be recorded and records will be maintained by the Association.

Suspension Pending a Hearing

27. The Association may determine that an alleged incident is of such seriousness as to warrant suspension of an Individual pending completion of the criminal process, a hearing or a decision of the Panel.

Criminal Convictions

28. An Individual's conviction for a Criminal Code offense, as determined by the Association, will be deemed an infraction under this Policy and will result in expulsion from the Association. Criminal Code offences may include, but are not limited to:
- a) Any child pornography offences
 - b) Any sexual offences
 - c) Any offence of physical violence
 - d) Any offence of assault
 - e) Any offence involving trafficking of illegal drugs

Confidentiality

29. The discipline and complaints process is confidential and involves only the Parties, the Case Manager, the Discipline Panel, and any independent advisors to the Panel. Once initiated and until a decision is released, none of the Parties will disclose confidential information relating to the discipline or complaint to any person not involved in the proceedings.

Timelines

30. If the circumstances of the complaint are such that adhering to the timelines outlined by this Policy will not allow a timely resolution to the complaint, the Discipline Panel may direct that these timelines be revised.

Records and Distribution of Decisions

31. Other individuals or organizations, including but not limited to, national sport organizations, provincial sport organizations, Sask Sport Inc., etc., may be advised of any decisions rendered in accordance with this Policy.

Appeals Procedure

32. The decision of the Panel may be appealed in accordance with the Association's Appeal Policy.

3.7 'Appendix A' CASE MANAGER POSITION DESCRIPTION

Purpose

- a) In some of its policies, the Association requires the appointment of a Case Manager. This Position Description outlines the role, identity, responsibilities and tasks of the Case Manager.

Policies

- b) The following Policies require the appointment of a Case Manager:
 - i. Discipline and Complaints
 - ii. Appeal
 - iii. Alternate Dispute Resolution Policy

Identity

The Case Manager, whether or not appointed by the Association at its sole discretion, should be experienced with the management of disputes in an unbiased manner. The individual should not be connected in any way to the issue being disputed (and/or the outcome of the dispute) but does not necessarily need to be an independent third-party not connected with the Association - though the guaranteed independence and neutrality of a third-party is preferred. The individual does not need to be a Member of the Association.

The Case Manager's identity does not need to be approved by any of the parties involved in the dispute, excluding the Association.

Discretion - Complaints

When a complaint is filed, the Case Manager is required to:

- iv. Determine whether the complaint is frivolous and within the jurisdiction of the Discipline and Complaints Policy
- v. Propose the use of the Association's Alternate Dispute Resolution Policy
- vi. Appoint the Panel, if necessary
- vii. Coordinate all administrative aspects and set timelines
- viii. Provide administrative assistance and logistical support to the Panel as required
- ix. Provide any other service or support that may be necessary to ensure a fair and timely proceeding

Discretion - Appeals

When an appeal is filed, the Case Manager is required to:

- x. Propose the use of the Association's Alternate Dispute Resolution Policy
- xi. Determine if the appeal falls under the scope of the Appeal Policy
- xii. Determine if the appeal was submitted in a timely manner
- xiii. Decide whether there are sufficient grounds for the appeal
- xiv. Appoint the Panel, if necessary
- xv. Coordinate all administrative aspects and set timelines
- xvi. Provide administrative assistance and logistical support to the Panel as required
- xvii. Provide any other service or support that may be necessary to ensure a fair and timely proceeding

When determining if there are sufficient grounds for appeal, the Case Manager is not acting as the Panel and determining the merits of the appeal, but instead determining whether the Appellant has properly shown that an error, as described in the Appeal Policy, has been properly argued. The Case Manager will need to carefully consult the Association's policies and procedures, and analyze the process that contributed to the decision, to determine whether there are appropriate grounds.

Discretion – Alternate Dispute Resolution

When the parties agree to the jurisdiction of the Alternate Dispute Resolution Policy, the Case Manager may be required to:

- xviii. Appoint the mediator or facilitator
- xix. Coordinate all administrative aspects and set timelines
- xx. Provide administrative assistance and logistical support to the mediator or facilitator as required

Hearing Format - Discretion

If necessary, the Case Manager is required to exercise their discretion to determine the format of the hearing. Hearings typically take the following forms, but are not limited to:

- xxi. In person
- xxii. Conference call
- xxiii. Written submissions
- xxiv. Conference call plus written submissions

- c) In determining the format of the hearing the Case Manager should consider:
- i. The distance between the parties
 - ii. The animosity between the parties
 - iii. The time commitment and location of the Panel
 - iv. The timelines for a decision
 - v. The language barriers between the parties
 - vi. The gravity of the complaint/appeal

Panel Appointment

The Case Manager is required to appoint a Panel of one person, or three in extraordinary circumstances, to decide the issue. The individual(s) should have the following characteristics:

- vii. Experience in dispute resolution
- viii. Experience with sport disputes
- ix. No connection to either party
- x. Preferably no connection with the Parties
- xi. Decisive

The Case Manager should remind the Panel to adhere to the powers given to the Panel by the applicable policy. For example, if the policy does not permit the Panel to suspend the respondent indefinitely, then the Panel cannot sanction the respondent in this manner.

Communication

Especially when the hearing is to be held by written submissions, the Case Manager is required to communicate swiftly, clearly, and decisively with each party. The parties must adhere to the deadlines set by the Case Manager or by the applicable policy and the process must move forward even if a party misses a deadline.

When coordinating an oral hearing, the Case Manager should first consider the schedule of the Panel, then the schedule of the complainant, and then the schedule of the respondent in an attempt to find a suitable time for everyone.

Suggested Procedure

The Case Manager may implement the following procedure to facilitate the Discipline and Complaints Policy or the Appeal Policy:

- i. Receive the written complaint or appeal
- ii. Communicate with the Complainant/Appellant that you have been appointed the Case Manager and that their complaint/appeal will be disclosed to the Respondent and Panel. Also determine if there is additional evidence or written submissions to follow, if so, provide a deadline for receipt. (After this step, the Complainant/Appellant may not have another opportunity to make additional submissions or provide evidence, unless determined otherwise by the Panel)
- ii. Determine whether the complaint is within the jurisdiction of the applicable Policy.
- iv. Notify the Respondent that you are the Case Manager and are in receipt of a complaint/appeal. Communicate to the Respondent that any submissions will be provided to the Complainant/Appellant and Panel. Provide the Respondent with a reasonable timeframe to submit their response document and any applicable evidence. (After this step, the Respondent may not have another opportunity to make additional submissions or provide evidence, unless determined otherwise by the Panel).

- a. The Case Manager may wish to provide the Complainant/Appellant to submit a rebuttal, but the rebuttal must be limited to issues raised by the Respondent and is not an opportunity to provide new evidence. The Panel may exclude such new evidence.
- b. Appoint the Panel
- c. Conduct a hearing either via written documentation, teleconference, in - person, or a combination of these techniques.
- d. Ensure the Panel renders a written decision within a prescribed timeline.

3.8 *Alternate Dispute Resolution Policy*

Definitions

- a) The following terms have these meanings in this Policy:
 - i. "Association" - Canoe Kayak Saskatchewan
 - ii. "In writing"- A letter, fax or email sent directly to the Association.
- b) Purpose

The Association supports the principles of Alternate Dispute Resolution (ADR) and is committed to the techniques of negotiation, facilitation, and mediation as effective ways to resolve disputes.

The Association encourages all individuals and parties to communicate openly, collaborate, and use problem-solving and negotiation techniques to resolve their differences. The Association believes that negotiated settlements are usually preferable to outcomes resolved through other dispute resolution techniques.

- c) Application of this Policy
 - i. This Policy applies to all disputes within the Association when all parties to the dispute agree that such a course of action would be mutually beneficial.
- d) Facilitation and Mediation
 - i. If all parties to a dispute agree to Alternate Dispute Resolution, a mediator or facilitator shall be appointed by the Association and/or the Case Manager to mediate or facilitate the dispute.
 - ii. The mediator or facilitator shall decide the format under which the dispute shall be mediated or facilitated.
 - iii. The final decision will be communicated by the mediator or facilitator to the parties and the Association.
 - iv. Should a negotiated decision be reached, the decision shall be reported to, and approved by the Association.

- v. Should a negotiated decision not be reached by the deadline specified by the mediator or facilitator, or if the parties to the dispute do not agree to Alternate Dispute Resolution, the dispute shall be considered under the appropriate section of Association's Discipline and Complaints Policy or Appeal Policy.
 - vi. The costs of mediation and facilitation will be shared equally by the parties or paid by the Association upon the Association's sole discretion.
- e) Final and Binding
- f) 12. Any negotiated decision will be binding on the parties. Negotiated decisions may not be appealed.
 - g) 13. No action or legal proceeding will be commenced against Association or its Individuals in respect of a dispute, unless the Association has refused or failed to provide or abide by its governing documents.

3.9 Appeal Policy

Definitions

- a) The following terms have these meanings in this Policy:
- i. "Appellant" - The Party appealing a decision
 - ii. "Appeals Panel" - A single person, or in extraordinary circumstances and at the discretion of the Case Manager, three persons, who will hear and decide the appeal.
 - iii. "Association" - Canoe Kayak Saskatchewan
 - iv. "Case Manager" - An individual appointed by the Association, who need not be a member or affiliated with the Association, to administer this Appeal Policy. The Case Manager will comply with the position description described in Appendix "A".
 - v. "Days" - Days including weekend and holidays
 - vi. "In writing" - A letter, fax or email sent directly to the Association.
 - vii. "Individuals" - All categories of membership defined in the Association's Bylaws, including clubs, teams as well as, all individuals engaged in activities with the Association including, but not limited to, athletes, coaches, referees, officials, volunteers, managers, administrators, committee members, and directors and officers of the Association
 - viii. "Respondent" - The body whose decision is being appealed
 - ix. "Appeals Committee" will be comprised of the organizations President and two additional Executive members. The Executive Director will be considered ex-officio and sit in on the meetings. In the case of a conflict of interest a CKS Director may be asked to replace an existing committee member.

- b) Purpose
- c) The Association provides Individuals with this Appeal Policy to appeal certain decisions made by the Association.
- d) Scope and Application of this Policy
 - i. Any Individual who is directly affected by an Association decision will have the right to appeal that decision; provided the appeal falls within the jurisdiction of this Policy and there are sufficient grounds for the appeal under the 'Grounds for Appeal' section of this Policy.
- e) This Policy will not apply to decisions relating to:
 - i. Employment
- f) Infractions for doping offenses
- g) The rules of the sport
- h) Budgeting and budget implementation
- i) Operational structure and committee appointments
- j) Volunteer appointments and the withdrawal of termination of those appointments
- k) Decisions rendered by entities other than Association (appeals of these decisions shall be dealt with pursuant to the policies of those other entities unless requested and accepted by Association at its sole discretion)
- l) Commercial matters
- m) Decisions made under this Policy

n) **Timing and Conditions of Appeal**

- o) Individuals who wish to appeal a decision have fourteen 14days from the date on which they received notice of the decision to submit, in writing to the Association, the following:
- i. Notice of the intention to appeal
 - ii. Contact information and status of the Appellant
 - iii. Name of the Respondent and any affected parties, when known to the Appellant
 - iv. Date the Appellant was advised of the decision being appealed
 - v. A copy of the decision being appealed, or description of decision if written document is not available
 - vi. Grounds for the appeal
 - vii. Detailed reasons for the appeal
 - viii. All evidence that supports the appeal
 - ix. Requested remedy or remedies
 - x. An appeal fee of five hundred dollars \$250 which will be refunded if the appeal is successful, or forfeited if the appeal is denied. Payable by cash, cheque or e-transfer at the time of appeal.
- p) An Individual who wishes to initiate an appeal beyond the fourteen (14) day period must provide a written request stating the reasons for an exemption. The decision to allow, or not allow, an appeal outside of the fourteen (14) day period will be at the sole discretion of the Case Manager and may not be appealed.
- q) Appeals should be submitted to:

- r) Executive Director, Canoe Kayak Saskatchewan 510 Cynthia St, Saskatoon
Saskatchewan ed@canoekayaksask.ca
- s) Case Manager
- t) Upon the receipt of an appeal, the Association will appoint an independent Case Manager to manage and administer appeals submitted in accordance with this Policy and such appointment is not appealable. Case Manager services will be accessible through Sask Sport from an external firm or pool of individuals with knowledge and expertise in dispute resolution.

Grounds for Appeal

- u) An appeal may only be heard if there are sufficient grounds for appeal, as determined by the Case Manager. Sufficient grounds only include the Respondent:
 - i. Made a decision that it did not have the authority or jurisdiction (as set out in the Respondent's governing documents)
 - ii. Failed to follow its own procedures (as set out in the Respondent's governing documents)
 - iii. Made a decision that was influenced by bias (where bias is defined as a lack of neutrality to such an extent that the decision-maker appears not to have considered other views)
 - iv. Made a decision that was grossly unreasonable
- v) The Appellant must demonstrate, on a balance of probabilities, that the Respondent has made a procedural error as described in the 'Grounds for Appeal' section of this Policy.

Alternate Dispute Resolution

- w) Upon receiving the notice of the appeal, the fee, and all other information (outlined in the 'Timing of Appeal' section of this Policy), the Appeal Panel may suggest, and the Parties may consent, the appeal to be heard under the Association's Alternate Dispute Resolution Policy.

- x) Appeals resolved by mediation under the Association's Alternate Dispute Resolution Policy will cause the administration fee to be refunded to the Appellant.

Screening of Appeal

- y) Should the appeal not be resolved by using the Alternate Dispute Resolution Policy, the Case Manager will have the following responsibilities:
 - i. Determine if the appeal falls under the scope of this Policy
 - ii. Determine if the appeal was submitted in a timely manner
 - iii. Decide whether there are sufficient grounds for the appeal

- z) If the appeal is denied on the basis of insufficient grounds, because it was not submitted in a timely manner, or because it did not fall under the scope of this Policy, the Appellant and the Association will be notified, in writing, by the Panel of the reasons for this decision. This decision may not be appealed.

- aa) If there are sufficient grounds for an appeal, the Case Manager will appoint an Appeal Panel (the "Panel") which shall consist of a single Adjudicator, to hear the appeal. In extraordinary circumstances, and at the discretion of the Case Manager, a Panel of three persons may be appointed to hear the appeal. In this event, the Case Manager will appoint three Panel members and designate one of the appointees to serve as the Chair.

- bb) The Case Manager will establish and adhere to timeframes that ensure procedural fairness and that the matter is heard in a timely fashion.
- cc) Procedure for Appeal Hearing
- dd) The Case Manager, in cooperation with the Panel, shall then decide the format under which the appeal will be heard. This decision may not be appealed.
- ee) The format of the hearing may involve an oral in-person hearing, an oral hearing by telephone/telecommunications or other electronic means, a hearing based on a review of documentary evidence submitted in advance of the hearing, or a combination of these methods. The hearing will be governed by the procedures that the Case Manager and the Panel deem appropriate in the circumstances, provided that:
 - i. The hearing will be held within a timeline determined by the Case Manager or the Panel
 - ii. The Parties will be given reasonable notice of the day, time and place of the hearing, in the case of an oral in-person hearing, an oral hearing by telephone or other telecommunications
 - iii. Copies of any written documents which the parties wish to have the Panel consider will be provided to all Parties in advance of the hearing
 - iv. The Parties may be accompanied by a representative, advisor, or legal counsel at their own expense
 - v. The Panel may request that any other individual participate and give evidence at the hearing
 - vi. The Panel may allow as evidence at the hearing any oral evidence and document or thing relevant to the subject matter of the appeal, but may exclude such evidence that is unduly repetitious and shall place such weight on the evidence as it deems appropriate
 - vii. If a decision in the appeal may affect another party to the extent that the other party would have recourse to an appeal in their own right under this Policy, that party will become a party to the appeal in question and will be bound by its outcome

- viii. The decision to uphold or reject the appeal will be by a majority vote of the Panel
- ix. The hearing will proceed in any event, even if a Party chooses not to participate in the hearing.
- x. In fulfilling its duties, the Panel may obtain independent advice.

ff) Appeal Decision

i. The Panel shall issue its decision, in writing and with reasons, after the hearing's conclusion. In making its decision, the Panel will have no greater authority than that of the original decision-maker. The Panel may decide to:

- Reject the appeal and confirm the decision being appealed
- Uphold the appeal and refer the matter back to the initial decision-maker for a new decision
- Uphold the appeal and vary the decision

ii. The Panel's written decision, with reasons, will be distributed to all Parties, the Case Manager, and the Association within 14 days of the hearing's conclusion. In extraordinary circumstances, the Panel may first issue a verbal or summary decision soon after the hearing's conclusion, with the full written decision to be issued thereafter. The decision will be considered a matter of public record unless decided otherwise by the Panel.

gg) Confidentiality

i. The appeals process is confidential and involves only the Parties, the Case Manager, the Panel, and any independent advisors to the Panel. Once initiated and until a decision is released, none of the Parties will disclose confidential information to any person not involved in the proceedings.

hh) Final and Binding

- i. The decision of the Panel will be binding on the Parties and on all the Association's Individuals.
- ii. No action or legal proceeding will be commenced against the Association or Individuals in respect of a dispute, unless the Association has refused or failed to provide or abide by the appeal process as set out in this Policy.

Appendix A

CASE MANAGER POSITION DESCRIPTION

Purpose

In some of its policies, the Association requires the appointment of a Case Manager. This Position Description outlines the role, identity, responsibilities and tasks of the Case Manager.

Policies

- a) The following Policies require the appointment of a Case Manager:
 - i. Discipline and Complaints
 - ii. Appeal
 - iii. Alternate Dispute Resolution Policy

Identity

The Case Manager, whether or not appointed by the Association at their sole discretion, should be experienced with the management of disputes in an unbiased manner. The individual should not be connected in any way to the issue being disputed (and/or the outcome of the dispute) but does not necessarily need to be an independent third-party not connected with the Association - though the guaranteed independence and neutrality of a third-party is preferred. The individual does not need to be a Member of the Association.

The Case Manager's identity does not need to be approved by any of the parties involved in the dispute, excluding the Association.

Discretion - Complaints

When a complaint is filed, the Case Manager is required to:

- i. Determine whether the complaint is frivolous and within the jurisdiction of the Discipline and Complaints Policy
- ii. Propose the use of the Association's Alternate Dispute Resolution Policy
- iii. Appoint the Panel, if necessary
- iv. Coordinate all administrative aspects and set timelines
- v. Provide administrative assistance and logistical support to the Panel as required
- vi. Provide any other service or support that may be necessary to ensure a fair and timely proceeding

Discretion - Appeals

When an appeal is filed, the Case Manager is required to:

- i. Propose the use of the Association's Alternate Dispute Resolution Policy
- ii. Determine if the appeal falls under the scope of the Appeal Policy
- iii. Determine if the appeal was submitted in a timely manner
- iv. Decide whether there are sufficient grounds for the appeal
- v. Appoint the Panel, if necessary
- vi. Coordinate all administrative aspects and set timelines
- vii. Provide administrative assistance and logistical support to the Panel as required
- viii. Provide any other service or support that may be necessary to ensure a fair and timely proceeding

- ix) When determining if there are sufficient grounds for appeal, the Case Manager is not acting as the Panel and determining the merits of the appeal, but instead determining whether the Appellant has properly shown that an error, as described in the Appeal Policy, has been properly argued. The Case Manager will need to carefully consult the Association's policies and procedures, and analyze the process that contributed to the decision, to determine whether there are appropriate grounds.

Discretion - Alternate Dispute Resolution

- a) When the parties agree to the jurisdiction of the Alternate Dispute Resolution Policy, the Case Manager maybe required to:
 - i. Appoint the mediator or facilitator
 - ii. Coordinate all administrative aspects and set timelines
 - iii. Provide administrative assistance and logistical support to the mediator or facilitator as required

Hearing Format - Discretion

- b) If necessary, the Case Manager is required to exercise their discretion to determine the format of the hearing. Hearings typically take the following forms:
 - i. In person
 - ii. Conference call
 - iii. Written submissions
 - iv. Conference call + written submissions

In determining the format of the hearing the Case Manager should consider:

- i. The distance between the parties
- ii. The animosity between the parties
- iii. The time commitment and location of the Panel
- iv. The timelines for a decision
- v. The language barriers between the parties
- vi) The gravity of the complaint/appeal

Panel Appointment

- c) The Case Manager is required to appoint a Panel of one person, or three in extraordinary circumstances, to decide the issue. The individual(s) should have the following characteristics:
 - i. Experience in dispute resolution
 - ii. Experience with sport disputes
 - iii. No connection to either party
 - iv. Preferably no connection with the Parties
 - v. Decisive

- d) The Case Manager should remind the Panel to adhere to the powers given to the Panel by the applicable policy. For example, if the policy does not permit the Panel to suspend the respondent indefinitely, then the Panel cannot sanction the respondent in this manner.

e) Communication

- i. Especially when the hearing is to be held by written submissions, the Case Manager is required to communicate swiftly, clearly, and decisively with each party. The parties must adhere to the deadlines set by the Case Manager or by the applicable policy and the process must move forward even if a party misses a deadline.
- ii. When coordinating an oral hearing, the Case Manager should first consider the schedule of the Panel, then the schedule of the complainant, and then the schedule of the respondent in an attempt to find a suitable time for everyone.

Suggested Procedure

- f) The Case Manager may implement the following procedure to facilitate the Discipline and Complaints Policy or the Appeal Policy:
 - i) Receive the written complaint or appeal
 - ii) Communicate with the Complainant/Appellant that you have been appointed the Case Manager and that their complaint/appeal will be disclosed to the Respondent and Panel. Also determine if there is additional evidence or written submissions to follow, if so, provide a deadline for receipt. (After this step, the Complainant/Appellant may not have another opportunity to make additional submissions or provide evidence, unless determined otherwise by the Panel)
 - iii) Determine whether the complaint is within the jurisdiction of the applicable Policy.

- iv) Notify the Respondent that you are the Case Manager and are in receipt of a complaint/appeal. Communicate to the Respondent that any submissions will be provided to the Complainant/Appellant and Panel. Provide the Respondent with a reasonable timeframe to submit their response document and any applicable evidence. (After this step, the Respondent may not have another opportunity to make additional submissions or provide evidence, unless determined otherwise by the Panel).
- v) The Case Manager may wish to provide the Complainant/Appellant to submit a rebuttal, but the rebuttal must be limited to issues raised by the Respondent and is not an opportunity to provide new evidence. The Panel may exclude such new evidence.
- vi) Appoint the Panel
- vii) Conduct a hearing either via written documentation, teleconference, in - person, or a combination of these techniques.
- viii) Ensure the Panel renders a written decision within a prescribed timeline.

3.10 Canoe Kayak Canada Water Safety Guidelines

INTRODUCTION

The CanoeKayak Canada's primary concern is the safety of all individuals who participate in the sport of paddling. The guidelines and recommendations presented in this Code of Safety are the minimum requirements for Clubs and Divisions and represent CanoeKayak Canada's (CKC) official safety policy. All clubs should carefully review these standards to ensure their familiarity with them.

Comments with respect to this Code of Safety should be directed to the CKC Domestic Programs Director, or to your Flag Officer. We must be alert to the possibility of injury or accident when in a water environment. Your recommendations and suggestions to help further develop this Code are most welcome and will be incorporated wherever possible to make our sport safer and to reduce the opportunities for injury or accident.

There are various sample templates available in the Appendix section of this Code. They are provided in order to assist CKC CanoeKayak Clubs to operate in a safe manner. Some forms are easily modified to fit the particular rules of each club. Appendix B has been provided by Allsport Insurance, CKC's insurer. Each Club should have the form assessed by their own insurer before it is used by the Club. Individual insurers may prefer to have their own waiver forms used in order to protect the Club.

Section 1 Implementation

The implementation of a Code of Safety is a complex task because many people are involved at various levels. Thus, one of the key elements of effective implementation is teamwork. In other words, all the people concerned with the Sprint Racing Discipline need to know their roles and how to evaluate and minimise the risks faced by any individual involved in the sport. Please identify which role(s) you assume in our sport.

- a) Who are you in the risk management team?
- i. participant (athlete)
 - ii. coach
 - iii. official
 - iv. parent
 - v. volunteer
 - vi. boat driver
 - vii. spectator
 - viii. site manager or employee
 - ix. administrator

After you have identified your role(s), you will be able to better intervene and interact with the other team members. In this way, you will contribute to the creation and maintenance of a secure and safe environment.

The Canoe Kayak Canada Code of Safety operates under the regulations of the Canadian Coast Guard's Office of Boating Safety. All users of this Code of Safety should be familiar with the Office of Boating Safety's publication, "Safe Boating Guide". For convenience, the Guide is referenced in this document. It can be accessed at the following internet address:
<http://www.tc.gc.ca/marinesafety/debs/obs/menu.htm>

The Office of Boating Safety (National office) can be reached at: 1-888-675-6893 (in Canada only)

Section 2: Safety of Participants

- a) A participant is defined as a person who is taking part in an on-water canoeing activity under the sanction of a CKC member club, of a Divisional Flag Officer, or of the Sprint Racing Council.
- b) Clubs must ensure that potential participants have sufficient swimming ability prior to their participation in water-related programs. All participants should, as a minimum, be able to swim at the level of the Canadian Red Cross "AquaQuest 6". To reach this level the participant must meet the requirements detailed in Appendix A - Canadian Red Cross - AquaQuest 6
- c) Any participant who does not pass a club swimming test must wear a Government of Canada approved Personal Flotation Device ("PFD") in the manner in which it was intended, while engaged in all on-water activity.
- d) All Bantam, Peewee and Atom paddlers who are not required by paragraph 3 above to wear a Government of Canada approved PFD must nevertheless wear a PFD, of a type acceptable to the paddler's Division, in the manner in which it was intended, while engaged in any on-water activity.
- e) Cold Water Conditions require special safety precautions. When the water temperature is below 8 degrees Celsius, the following precautions apply:
- f) Participants below the age of 18 shall wear a Government of Canada approved Personal Flotation Device (PFD). The participants shall also be accompanied by a safety boat during on-water training.

- g) Participants 18 years of age or older are strongly advised to wear a Government of Canada approved PFD. The participants should be accompanied by a safety boat during on-water training. Should participants 18 years of age or older choose not to wear a Government approved PFD during training they do so at their own risk. Clubs should ask shall require these athletes to sign a Cold Water Conditions Waiver (see Appendix J)

NOTE: Coast Guard Regulations with regard to safety equipment still apply. (See Section 9- Cold Water Regulations & Guidelines and Appendix C - Cold Water Effects).

- h) All participants engaged in dragonboat paddling must wear a Government approved PFD while in the boat.
- i) On-water practices or competitions, shall should not take place earlier than one-half hour preceding sunrise, and not later than one half hour after sunset, e.g. if sunrise is 6:30 A.M then practices may not start before 6:00 A. M. If sunset is 8:40 P.M. then practices must should be completed (paddlers off the water) not later than 9:10 P.M. If a practice extends beyond these times, the following shall be required:
- j) All boats must be equipped with operating navigation lights in accordance with the Office of Boating Safety standards
- k) All participants must wear approved PFD's

Awareness of Risks

- a) All participants should know that practising canoe or kayak involves some risks and dangers.
 - i. In order for a person of less than eighteen (18) years of age to participate in a training program or competition, one of their parents, or legal guardian, shall sign a waiver form stating that they are aware of the risks of Sprint Racing Canoeing and Kayaking (see Appendix B for a sample).
 - ii. In order for a person aged eighteen (18) years of age or older to participate in a training program or competition, they shall sign a form stating that they are aware of the risks of Sprint Racing Canoeing and Kayaking (see Appendix B for a sample).

Responsibilities of the Participant

- a) To observe all safety rules that may affect their own safety and/or the safety of his/her fellow participants.
- b) 2. The participant needs to:
 - i. Inform the coach of any change in their health which may affect their ability to safely participate in Club programs, or which affects their well-being, or may endanger the safety of the other participants.
 - ii. Inform the coach that he/she is using or under the effect of any medicinal drug.
 - iii. Refrain from drinking alcoholic beverages or using drugs, which may affect their ability to train or compete in a safe manner.
 - iv. Be aware of hypothermia and other water-related dangers, and how to take the appropriate measures and precautions (See Section 9, Appendix C).

Section 3: Responsibilities of Clubs

- a) Every Club should post a “Code of Safety”. The Club should promote this “Code of Safety” and any visual aids on water safety, lifesaving, hypothermia or resuscitation procedures.
- b) Every Club should draw up and display a code of practice. It should include a plan of the local waterway, drawing special attention to local rules and hazards. Attention should be drawn to any local variation to national procedures that may be necessary due to other boat traffic, currents, tides, underwater hazards, winds and/or other climatic conditions.
- c) Every Club should appoint a Club Safety Officer. The Officer shall be responsible to ensure that the Club adheres to this Code of Safety as well as any other safety measures which may apply. The Officer shall ensure that the Club has sufficient safety equipment and that all safety equipment is in good working order. The Club Safety Officer shall do an annual club safety Audit to ensure that all required safety equipment is sufficient and satisfactory for compliance with this Code of Safety and the Office of Boating Safety standards. The Officer shall monitor environmental conditions and shall issue appropriate safety directions such as those referred to in Sections 9 and 10.
- d) Clubs must ensure that potential participants have sufficient swimming ability prior to their participation in water-related programs. All participants should, as a minimum, be able to swim at the level of the Canadian Red Cross “AquaQuest 6”. To reach this level the participant must meet the requirements detailed in Appendix A - Canadian Red Cross - AquaQuest 6.
- e) Every Club should have an Emergency Action Plan (EAP), which has to be known by key administrators, employees and coaches (see Appendix E).
- f) A list of Emergency telephone numbers should be displayed prominently (see Appendix E Emergency Number Card).

- g) Every Club should maintain a First Aid Kit (see Appendix G - Sample First Aid Kit Checklist) and a telephone.
- h) Every Club should record accidents which occur during Club sponsored activities.
- i) Accident Reports shall be maintained with the Club membership database (See Appendix F - Sample Accident Report Form).
- j) Clubs need to make sure that all equipment is in proper condition. (See Section 4)
- k) Clubs should promote water-safety and take active steps to encourage members to learn life-saving techniques.
- l) Clubs should take active steps to ensure that coaching staff are trained in life-saving and resuscitation procedures by attending courses and other appropriate measures.
- m) Clubs should promote the "Safe Boating Guide" published by the Canadian Coast Guard. <http://www.tc.gc.ca/marinesafety/debs/obs/menu.htm>
- n) Club activities should be co-ordinated with those of other water users to minimise the risks of accident.
 - i. All new participants at Clubs should complete the "Par-Q & You" questionnaire before engaging in Club programs. A copy of the completed questionnaire should be kept on file by the Club (see Appendix H - Par-Q & You).
 - ii. All new participants should also complete the "Participant Profile" before engaging in Club programs. A copy should be kept on file by the Club. It should be readily accessible in emergencies (see Appendix I - Participant Profile).

Section 4: Canoes, Kayaks, Dragonboats & Equipment

- a) All canoes, kayaks and dragonboats shall be maintained in a safe and flodable condition.
- b) Racing canoes and kayaks have special exemptions under the Canada Shipping Act, Small Vessel Regulations (see Appendix D for a full description).
- c) All motor-boats or other craft used for coaching, officiating, or for regatta safety must meet the minimum requirements as set down in the Canada Shipping Act, Small Vessel Regulations. In addition, there may be Provincial or municipal regulations which may also need to be followed. The following website address will take you directly to the minimum equipment regulations for powered pleasure craft not over 6 meters in length.

Section 5: Safety at Regattas and in Training

- a) Paddlers may not be “tied”, “strapped”, or “secured” to the boat or its floor board, in any manner, during training or in competition.
- b) All inter-club regattas (inter-Divisional, or inter-Provincial) must be sanctioned by the Flag Officer. A minimum of three (3) Divisionally accredited Officials must be in attendance and be actively officiating at the regatta. One National Level official should be in attendance.
- c) All the appropriate emergency measures shall be put into place on the regatta site and the following items should be available: drinking water, ice, blankets, adequate sanitation, first aid kit.
- d) Local para-medical services should be informed about the hosting of Divisional regattas.

- e) Telephone communications shall be available at the site to use in event of an emergency.
- f) At least three safety boats, including Officials boats, shall be “on-the-water” during all races.
- g) At least two (2) members of the safety crews should be trained in basic first aid, life saving and cardiopulmonary resuscitation.
- h) Paddlers must not purposely jump out of their boat at any time during a regatta or throw their equipment while on the water.
- i) Where possible, paddlers should stay close to shore during rough water and/or Cold Weather Conditions.
- j) 10.Crews of War Canoes and Dragonboats must use the “buddy system”. In other words, each paddler must identify a “buddy” at the start of the practice. In the event of a tip, each paddler must find their buddy.
- k) In the event of a tip of a War Canoe or Dragonboat, the captain, coxswain or steersperson must count heads to ensure that all paddlers have their head above water.
- l) The safety precautions of the CKC Sprint National Championships are governed by the National Championships Technical Package and are considered to be additional to the Code of Safety.

Section 6: Responsibilities of Officials

- a) The first duty of Officials is to ensure the safety of the participants.
- b) Officials must be familiar with and enforce this Code of Safety.
- c) Officials shall know the site's emergency procedures.
- d) All Officials who serve in "on-water" positions should be able to swim to the equivalent of the Canadian Red Cross "AquaQuest 6", or wear a Government of Canada approved Personal Floatation Device ("PFD").
- e) If an Official needs to use a firearm, the Official shall be certified for firearm use, under appropriate federal/provincial laws.
- f) In the event of a tip of a War Canoe or Dragonboat, the Race Officials must count heads to ensure that all paddlers have their head above water.

Section 7: Responsibilities of Coaches

- a) All coaches must be familiar with and enforce this Code of Safety as a minimum level of safety.
- b) All coaches should be able to swim to the equivalent of the Canadian Red Cross "AquaQuest 6", or wear a Government of Canada approved Personal Floatation Device ("PFD").
- c) Before coaching at a new site, a Coach shall become familiar with the site and water conditions, in order to become aware of any hazards, obstacles, or currents that may endanger participants.
- d) The coach shall also know the site's emergency procedures and the location of first aid kits and any other safety equipment.
- e) Coaches should be trained in first aid, and cardiopulmonary resuscitation.
- f) All Head Coaches in charge of, or supervising, on-water activities should must have, as a minimum, NCCP Level 1 or ELCC Certification.
- g) Coaches should identify medical problems of an athlete when completing Regatta Entry Forms.
- h) Head Coaches shall keep the "Par-Q & You" form and the "Participant Profile" form in an orderly manner, protected from casual access but readily accessible for the Club's coaching staff
- i) While coaching on-water activities, coaches shall ensure that midget and up age group paddlers not wearing PFD's shall not stray far from the coach/safety boat.

Section 8: Responsibilities of Boat Drivers

- a) All boat drivers (including coaches & officials) must comply with Transport Canada's Motor Boat Regulations. Motor boat drivers, known in the regulations as 'operators of pleasure craft fitted with a motor' must have proof of competency.
- b) All drivers are to operate motor boats and equipment with extreme care. They should familiarize themselves with the Canadian Coast Guard's Safe Boating Guide. It can be at: <http://www.tc.gc.ca/marinesafety/debs/obs/menu.htm>
- c) Boat operators must take the appropriate course and possess a valid Operator competency card issued by Transport Canada.
- d) Boat operators must be at least sixteen (16) years old.
- e) Boats are to proceed at SLOW speed in the vicinity of docks and swimming areas.
- f) Boats are to approach swimmers, wharves, canoes, kayaks, etc. in the safest possible manner depending on the circumstances.
- g) Boat drivers are to monitor fuel tanks periodically and avoid interrupting their availability as an on-water safety boat.
- h) Boat drivers are to be alert at all times, paying particular attention to instructions from Officials.
- i) Boat drivers are to be observant of all activity in their surrounding area, 360 degrees.
- j) Motors are to be shut off before final approach to a swimmer, and the rescue boat should use a reaching assist to help retrieve the swimmer.
- k) Extreme care must be taken to ensure that the wake does not interfere with, or cause hazard to racing boats, either on the course or on the course sides.
- l) Boat drivers should be rotated as close to the scheduled times as possible, but at no time should a driver abandon his duties until relieved.

m) In the event of a tip of a War Canoe or Dragonboat, the Safety Boat Drivers shall proceed immediately to the area of the swamped or overturned boat. The engine shall be stopped and paddlers heads must be counted to ensure that all paddlers have their head above water and are not experiencing difficulty.

Section 9: Cold Water Conditions & Guidelines

1. The Club Safety Officer and/or Head Coach shall monitor environmental conditions, including: water temperature, air temperature, wind, precipitation. Appropriate safety measures shall be undertaken. They include the following:

- a) All persons shall wear protective clothing appropriate for the conditions and their activity.
- b) Cold Water/Weather Conditions require special safety precautions. When the water temperature is below 8 degrees Celsius, the following precautions apply:

Participants below the age of 18 shall wear a Government of Canada approved Personal Flotation Device (PFD). The participants shall also be accompanied by a safety boat during on-water training.

Participants 18 years of age or older are strongly advised to wear a Government of Canada approved PFD. The participants should be accompanied by a safety boat during on-water training. Should participants 18 years of age or older choose not to wear a Government approved PFD during training they do so at their own risk. Clubs should ask shall require these athletes to sign a Cold Water Conditions Waiver (see Appendix J)

NOTE: Coast Guard Regulations with regard to safety equipment still apply.

- Where possible, participants should stay close to shore during on-water training.
- If the on-water training environment is within range of a communications network, coaches should be encouraged to carry a cell phone while on the water.

(See Appendix C for more information on the responses of the human body to cold water as well as general principles for rescue and treatment.)

Section 10: Weather Regulations

- a) No boats, canoes or kayaks should be on-water when there is fog that is a visibility of less than 25m or out of sight of the shoreline.
- b) If a lightning/thunder storm prevails during training all boats shall move near the shore.
- c) If a lightning/thunder storm prevails during a regatta, all paddlers shall follow the Officials' instructions.
- d) If any other bad weather conditions prevail, all paddlers must go to a safe area.

Section 11: Boat Trailer Safety

Trailers:

- a) All trailers must be maintained and licensed to the standards of the provincial government. In some provincial jurisdictions, clubs should be aware of regulations which may require the towing vehicle to be matched to the trailer.
- b) 2. All drivers must be licensed to the standards of the provincial government.
- c) 3. Boats must be securely and individually tied to the trailer. An additional safety rope should be affixed to encircle the boats on the trailer. Boats should be loaded in such a manner as to be balanced from front to back and left to right.
- d) 4. Trailer hitch and towing ball must be compatible.

- e) 5. Safety chains must be affixed between trailer and towing vehicle.

Cars/Vans/Trucks:

- a) Boats must be securely tied to the vehicle

Section 12: Sanction for Non-Compliance

- a) Clubs are responsible for the enforcement of the Code of Safety at their Clubs and by their participants at Regattas or other events. Clubs shall bear the responsibility to discipline or suspend any participants, coach, or organiser violating the CKC Code of Safety.
- b) The Division shall have the right to discipline or suspend any Club, participant, coach, Official or organiser who violates the CKC Code of Safety at a Divisionally sanctioned event.
- c) The Competition Committee at Nationally sanctioned events shall have the right to discipline or suspend any Club, participant, coach, Official or organizer who violates the CKC Code of Safety.

References

Australian Canoeing (2002) Safety Code <http://www.canoe.org.au/library/index.html>

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Canadian Coast Guard (2003) The Safe Boating Guide http://www.ccg-gcc.gc.ca/main_f.htm

Site consulted 23/04/02

Canadian Hockey Association (2001) Safety requires teamwork: An information guide to the CHA's Risk Management and National Insurance Program

Canadian Red Cross (2002) Level 6 Knowledge and skills.

<http://www.redcross.ca/english/watersafety/aquaquest/level5.html> Site consulted

22/04/02. Rideau Canoe Club (2002) Cold Water/Weather Training Manual, Ottawa

Rowing Canada (2002) Safety <http://www.rowingcanada.org/policies/> Site consulted

22/04/02.

Rugby Canada (2002) Risk and Safety Management for Referees and Coaches

<http://www.rugbycanada.ca> Site consulted 22/04/02.

Transport Canada (2002) Canada Shipping Act <http://www.tc.gc.ca/Actsregs/csa->

[Immc/csa76.html](http://www.tc.gc.ca/Actsregs/csa-Immc/csa76.html) Site consulted 23/04/02

3.11 Van Policy

The purpose of this policy is to provide the greatest safety for athletes and care of equipment. Anyone transporting other athletes, and/or operating a van or trailer, for provincial business must hold, at minimum: a valid, Novice 2, class 5, license.

REGULATIONS AND PROCEDURES:

REGULATIONS:

- a) All driver/operators will have a valid class 5 driver's license: Drivers/operators must have the appropriate operator's license to drive the van (carrying passengers and pulling the trailer) as well as the appropriate liability insurance.
- b) If athletes are travelling with the van, there must be TWO approved drivers for trips over 8 hours in length.
- c) CKS has adopted the following sections of the National Safety code for highway travel; On long trips, two drivers are preferable. The drivers will stop every two hours to ensure the trailer has remained secure. If two drivers are not available for the trip adequate time and accommodations will be allocated for long trips.
- d) No driver shall drive after the driver has accumulated 13 hours of driving time in a day.
- e) The driver will take a mandatory 8 consecutive hours off after driving a maximum of 13hrs.
- f) The driver shall take at least 10 hours of off-duty time in a travel day.
- g) Note: Off-duty time other than the mandatory 8 consecutive hours may be distributed throughout the day in blocks of no less than 30 minutes each.
- h) The total amount of off-duty time taken by a driver in a day shall include at least 2 hours of off-duty time that does not form part of a period of 8 consecutive hours of off-duty time.

- i) If a driver has spent time travelling as a passenger in any mode of transportation to the destination at which the driver will begin driving takes 8 consecutive hours of off-duty time before beginning to drive, the time spent as a passenger shall be counted as off-duty time.
- j) Drivers must maintain a log book for all trips. The log shall include: date; time began driving; time finished driving for the day; kilometers driven; and breaks taken. The log must be submitted upon request.
- k) The driver/operator will obey all traffic regulations. It is the driver's responsibility to obey all traffic laws/regulations. ALL traffic violations, including tickets, are the total responsibility of the operator.
- l) It is the Driver/operator's responsibility to ensure that athletes travelling in the van are using their seat belts.
- m) The Provincial Van will be operated with the safety, well-being and care of the athletes and equipment in mind. THIS VEHICLE DOES NOT EXCEED POSTED SPEED LIMITS. All infractions an individual receives while driving are of their own responsibility.
- n) A senior driver/operator will be appointed for all trips. The senior driver/operator will make appropriate decisions in the event of emergencies and/or unexpected, unavoidable circumstances, incurred on the trip.
- o) The van will be returned in the same condition that it was originally received. If the van is returned damaged, the damage must be reported and fixed by the driver if insurance does not cover incident.
- p) No one is permitted to use a vaporizer, or smoke, in the van. If this does occur, it will be the responsibility of the driver to pay for a professional detailing of the vehicle.
- q) Drivers will ensure that the van, if equipped, is not operated in overdrive when hauling the trailer.

PROCEDURES:

- a) The Executive Director or Technical Director will ensure all drivers are checked through the applicable Insurance Company prior to departure. Only drivers who are indicated to have a safe driving record, by the Insuring Company, will be approved to operate the specified vehicle during provincial activity.

- b) Any changes to the above regulations must have prior written approval of the Canoe Kayak Saskatchewan Board of Directors.

4. Funding

4.1 Athlete Assistance Criteria and Application

Canoe Kayak Saskatchewan commits to funding our athletes each, and every year. The amount set out in each budget will be determined by the Board of Directors in consultation with the Executive Director. Funding levels, for each application, will be determined by looking at the athlete's financial need and competitive accomplishments, for the season which falls within the current fiscal year.

This policy provides direct funding support to athletes who are committed to compete beyond a provincial level and have the greatest potential to improve their performance standard and represent Canada on the World stage. The Athlete Assistance policy is in place to, primarily, help advance CKS' second organizational focus in which we promote and encourage "... A high performance sport program for athletes in the Train to Train, Train to compete and Train to Win, stages of Long Term Athlete Development (LTAD)" (See CKS 2015 - 2018 Strategic Plan).

Athletes are eligible to use their assistance for the following expenses:

- a) Training and Competition costs - travel, accommodations, meals, entry fees, equipment, etc. that are directly related to the sport for which the athlete was approved for assistance.
- b) Tuition fees for post-secondary institutions.
- c) Lost wages due to attendance at training sessions or competitions.

Saskatchewan athletes training outside of the province are eligible for assistance under the following conditions:

- a) The PSGB substantiates that the athlete cannot receive the required training in Saskatchewan to progress in his/her sport. This could be due to lack of facilities, coaching, competition, etc.
- b) Athletes who attend a post-secondary educational institution out of province because the course of study is not available in Saskatchewan.
- c) Athletes that receive Athlete Assistance must remain eligible to compete for Saskatchewan at national competitions and/or Multi-Sport Games, and not compete for another province, or club outside of Saskatchewan.

For athletes to be considered eligible for funding they must be seriously committed to improving their athletic performance beyond a provincial level through intense training, technical development and competitive success. Training attendance may be a factor considered for funding.

Athletes, who are registered members with Canoe Kayak Saskatchewan and competed for a club within the province, are invited to apply to CKS for funding no later than November 30th. Application can be made by completing the attached application form and submitting requested documentation.

Funding will be allocated based on a tier system. The criteria for qualification is explained below:

Tier 1 - eligible to receive a maximum of \$2000 dollars:

- a) Limited to an athlete(s) participating in an Olympic/Paralympic discipline(s).
- b) Athlete participating in National Team programming at the U23/Senior level.
- c) Priority will be given to those athletes who have made the A final in an International event.
- d) Athletes at this level model all aspects of competition in their training, year-round.

Tier 2 - eligible to receive a maximum of \$1500 dollars:

- a) Limited to an athlete(s) participating in an Olympic/Paralympic discipline(s).
- b) Athlete participating in National Team programming at the Junior level and those who have been named to their disciplines Developmental team.
- c) Priority will be given to those athletes who have made an A final in an international event.
- d) Athletes at this level are beginning to model all aspects of competition in their training, year-round.

Tier 3 - eligible to receive a maximum of \$1000 dollars:

- a) Open to all athletes participating in canoe/kayak disciplines.
- b) Athlete has competed in an international event (must list number of countries, teams and athletes participating in application). OR athlete has attended National Team Trials in an Olympic Discipline and made an A final.
- c) Overview of qualification process for event, where one exists.
- d) Overview of training requirements required by the athlete (could require coach/athlete submission of training plan).

- e) Explanation on process/procedure for advancement.
- f) Athletes at this level are training with increased volume and intensity, in a year-round, program. They will also be competing in formal, national and international, competitions.

Tier 4 - eligible to receive a maximum of \$500 dollars:

- a. Open to all athletes participating in canoe/kayak disciplines.
- b. Athlete has competed at a National event (National Championships, National Team Trials etc.)
- c. Priority will be given to those athletes with the top performance.
- d. Overview of qualification process may be requested.
- e. Overview of number of provinces and territories participating in event as well as number of participants in your event should be included in your application.
- f. Overview of training requirements should be submitted with application.
- g. Athletes in this level will be, at a minimum, working to consolidate their sport specific skills and tactics in a serious race environment.

Athlete Assistance Application Form

First Name	Last Name
Address	City
Active CKS member?	Club Affiliation
Phone Number	Email address

Current Long Term Athlete Development Stage:

Primary Coach:

Is there another member, group, or organization supporting your goals and training?

If yes, please list contact information.

Please outline your top performances from the current season and outline which tier of funding you believe you qualify for. Note: Inclusion of additional information (# countries or clubs participating; # participants; qualification process; etc.) is encouraged:

Are there any Sports Medicine and Science council services you feel could enhance your performance that you are not currently accessing?

Budget	\$
Funding Requested (\$)	\$
Revenue/Sponsorship/Self-Help (\$)	\$
	\$
	\$
Total Revenue (\$)	\$
Expenses (\$)	\$
	\$
	\$
	\$
Total Expenses (\$)	\$

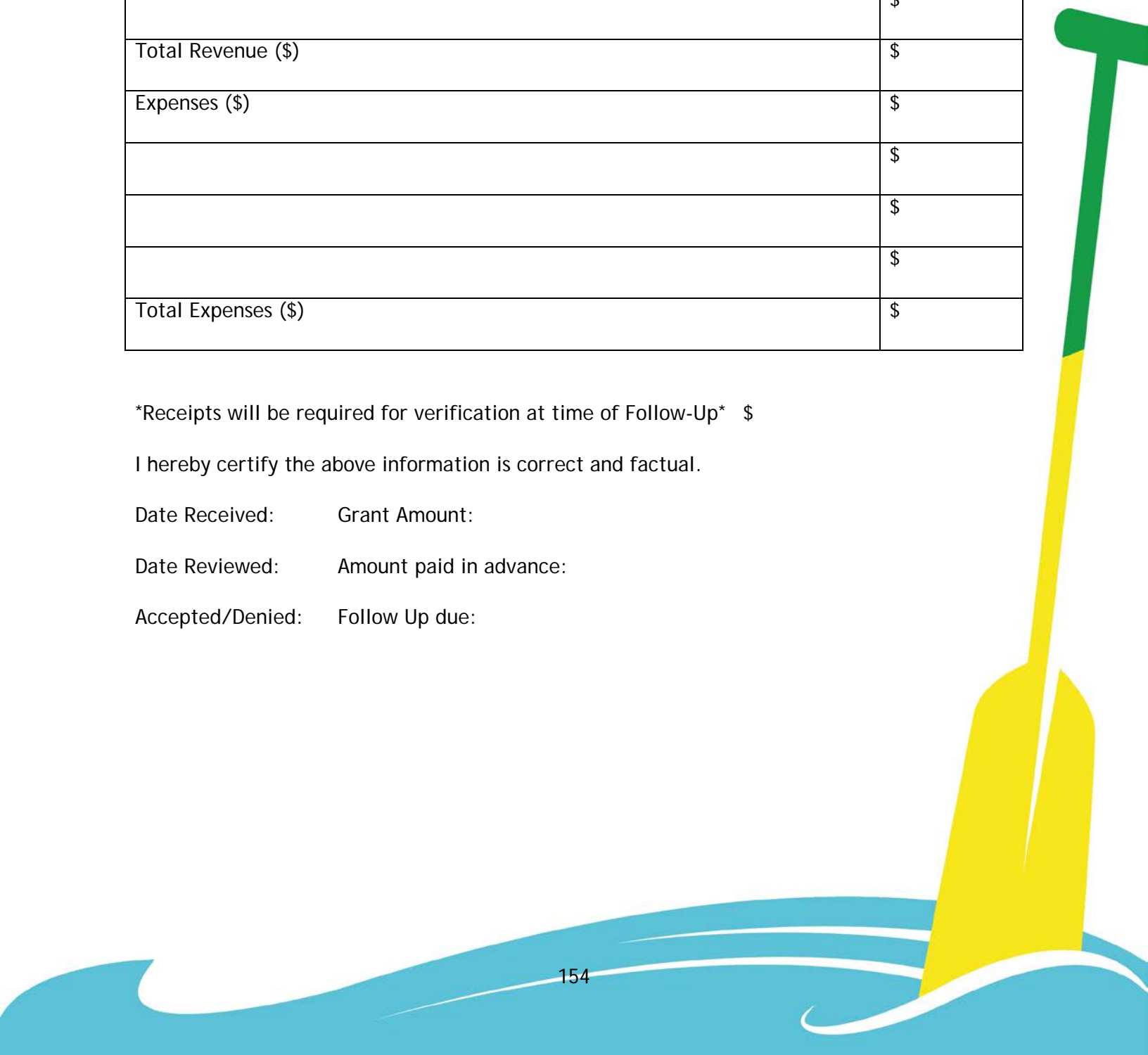
Receipts will be required for verification at time of Follow-Up \$

I hereby certify the above information is correct and factual.

Date Received: Grant Amount:

Date Reviewed: Amount paid in advance:

Accepted/Denied: Follow Up due:



Please include an overview of your current short and long term goals, how you plan to train to accomplish these goals and whom you plan to work with in order to achieve your goals. *

Maximum 1000 words*

Application Submission Checklist:

- a) Application Form
- b) Budget
- c) Short and Long Term goals overview

4.2 Hosting Grant Guidelines

Information and application forms for the Sask Sport Hosting Grant can be found at:
http://www.sasksport.sk.ca/pdf/funding/RegionalHostingGrantGuidelines_2014.pdf

The Application can be found at:

http://www.sasksport.sk.ca/pdf/funding/RegionalHostingGrantApplication_2014.pdf

The Follow-Up, which must be submitted no later than 90 days after the event, can be found at:

http://www.sasksport.sk.ca/pdf/funding/RegionalHostingGrantFollowUp_2014.pdf

- Please note that all applications must be signed and submitted by Canoe Kayak Saskatchewan.

4.3 Club Funding Policy

1. Overview

Canoe Kayak Saskatchewan's (CKS) main source of funding is the Saskatchewan Lotteries Trust Fund. Other sources of external funding targeted at specific programs and activities may include government grants, CanoeKayak Canada grants as well as grants and donations from funding organizations. In expending these funds, Canoe Kayak Saskatchewan must follow the funding criteria as set out by the funding bodies that provide support.

The funding obtained by CKS is used to support the organization and provide financial support for the activities for member clubs in good standing. This is done by allocating grant funds in annual budgets of the organization for clubs operating programs and activities for athlete, coach and official's development.

2. Club Funding Programs

All active clubs, registered as members of CKS, are eligible to submit proposals to the Executive Director (ED). The ED will review proposals and clarify areas of concern before submitting the proposal to the appropriate committee. Proposals can be submitted for, but are not limited to, equipment needs and/or coaching for the upcoming season. All proposals must be submitted to CKS no later than December 1st. CKS understands that some opportunities may arise after the published submission date and may accept late proposals under exceptional circumstances. Proposals will be considered and decided upon within 90 days.

Marathon

In order to be considered an active club, a club must have met the following criteria in the previous year:

- a) Have registered with Canoe Kayak Saskatchewan as a member club and have submitted the club's membership and dues to Canoe Kayak Saskatchewan.
- b) Have hosted a point series race and have remitted the appropriate race fee to Canoe Kayak Saskatchewan.

In addition, the club must have had a minimum of one team from the club participate in two Provincial Point Series races in addition to the club's own point series race in the current year. Additional funding may be available based on proposals put forward by the recognized clubs and/or coaches registered with CKS.

Sprint

The Sprint Discipline provides two funding programs to its clubs:

a) Club Coach Grant

The Board of Directors provide an annual Club Coach Grant to sprint member clubs in good standing based on which stage of the Coach Grant criteria was met in the previous year (please review as stages and requirements may have changed). The grant amount is recommended each year by the ED in consultation with the Excellence and Development Directors in consultation with the Coach and Official Director and grant amounts will be approved by the full board of Directors. A summary of the stages is provided at the end of this policy document.

b) Club Operating Grants

CKS provides an annual Club Operating Grant to sprint member clubs, in good standing, based on the number of competitive members registered in the year previous and the fees paid. The current grant provides clubs with

\$70 per sprint competitive member registered in the year previous. This grant is dependent on the registration fees paid to CKS by the aforementioned clubs.

Additional funding may be available based on proposals put forward by the recognized clubs and/or coaches registered with CKS.

Whitewater

Funding will be based on the proposals put forward by the recognized clubs and/or coaches registered with CKS.

* The ED and Directors reserve the right to increase funding based on their discretion of projects submitted and with the interest of capacity building in our developing clubs*

Sprint Division Club Coach Grant Criteria and Potential Funding Levels

Minimum Criteria

	Stage 1 \$1000-\$3000	Stage 2 \$3000 - \$5000	Stage 3 \$8000 - \$12,000	Stage 4 \$20,000 \$25,000
Membership	15	15-20	25	50+
Comp. members			15	30
Regatta Attendance	5 athletes, 1 regatta	5 athletes, 2 regattas incl. prov.	8 athletes at all SK regattas and Westerns	10 athletes at all SK regattas and Westerns
Org. Structure	Designated club contact	Functioning Exec. Minimum 4 members	Functioning Exec. Minimum 4 members	Functioning Exec. Minimum 4 members
CKS Support			Hold Position on CKS Board of Directors	Hold Position on CKS Board of Directors
Paddling Season	10 weeks/15 hours per week	12 weeks/ 25 hours per week	Full program 5 days a week/48 weeks a year	Full program 6 days a week/48 weeks a year
Coaching	ELCC in training	Trained ELCC	Certified ELCC/ in training Competition Development	Certified Competition Development
Annual Reports			Submit Annual Report to CKS	Submit Annual Report to CKS
National Team				Provide opportunity to race at NTT

4.4 Future Best Athlete Assistance Program

Introduction:

Being on a national team or representing their country is a dream come true for many Saskatchewan athletes. The realization of this dream does not come without many challenges, personal sacrifices and financial hardships. The Future Best program is specifically designed to assist those athletes who are in the “gap”. The “gap” is defined as the high performance developmental phase of an athlete’s career where they are involved in an intense level of training and competition with the personal goals and realistic potential of becoming a National Senior Team member, yet they have not reached carding status or been named to the National Senior Team.

Future Best receives on-going support from the Saskatchewan Lotteries Trust Fund. This amount will be \$150,000 again this year. As a result, Saskatchewan athletes will continue to receive excellent support through the Future Best program.

Purpose:

To support the developmental needs of Saskatchewan athletes who have been identified by the National Sport Organization as clearly demonstrating the potential to become a national senior team member and those who are seriously committed to attain this status through intense training, technical development and competitive success. In keeping with the Canadian Sport Policy, athletes who compete in sports on the most current calendar of the Olympic, Paralympic and Pan Am Games will be given priority in the review process.

Eligibility:

To be eligible athletes must meet the following conditions:

- a) be a legal resident of Saskatchewan (hold a valid Saskatchewan Health Card) and be an active member in good standing with their Provincial Sport Organization;
- b) athletes who are pursuing a full time course of study at a Post Secondary Institution outside of Saskatchewan, or are training outside of Saskatchewan are eligible as long as all of the other eligibility criteria are fully met;
- c) be committed to making their sport's national senior team and/or representing Canada at the international level.
- d) athletes currently participating in the NCAA are not eligible to apply for funding from the Future Best Program. Athletes considering participating in the NCAA in the future may apply but should be aware that accepting Future Best funding may impact your NCAA amateur status and eligibility.
- e) receive endorsement from their National Sport Organization, via the Future Best NSO Questionnaire, which verifies that they have been identified through a national talent identification process and are highly ranked on the National Team depth chart;
- f) Athletes from sports not currently eligible for the Sport Canada Athlete Assistance Program and who are members of Senior National Teams are eligible to apply for Future Best. Athletes will be considered for support; however, the committee will consider the depth of field and complexity of the national team program when determining support.

- g) To be eligible athletes must meet one or more of the following performance criteria:
- i. have been identified as part of the developmental (“espoir”) team/pool at a National Senior Team level;
 - ii. have demonstrated outstanding performance at the most recent National Championships or other recognized national/international senior level competitions;
 - iii. have represented Canada as a member of a National Junior Team or have been recently named to the National Junior Team;
 - iv. have demonstrated outstanding performance at the most recent National Junior Championships or other recognized national/international Junior level competitions.
- h) The Sport in which the athlete participates must have a clearly articulated national team program with appropriate training and competitive opportunities (both domestic and international) and the NSO must conduct a formal process for selecting athletes for national teams.
- i) All athletes who are receiving support from the Sport Canada Athlete Assistance Program (carding) prior to and including October 1, 2012, will not be eligible to receive funding from the Future Best program. All athletes who receive support from the Sport Canada Athlete Assistance Program (carding) after October 1, 2012 will be allowed to keep their Future Best funding.

If an athlete is carded at the application deadline but loses their carding status after October 1st, 2012 they will be eligible to apply for financial support directly to the Canadian Sport Centre Saskatchewan (CSCS) at any time throughout the year. These athletes will require indication from their NSO confirming they are still on track to make the Senior National Team and have a strong opportunity to receive carding support again in the future. The CSCS Management Committee will determine the funding level the athlete is eligible to receive based on several factors including the number of months leading up to the next application deadline and the confirmation that the athlete is still on track to make the Senior National Team.

Application Procedure:

- a) Deadline for applications is October 1;
- b) Provincial Sport Organizations will be responsible for distributing the application process to those athletes who they identify as fully meeting the eligibility criteria;
- c) Athletes will be responsible for completing the application and forwarding it to their PSO who will forward it to Sask Sport Inc. for review. The PSO is responsible for ensuring the completed NSO questionnaire includes information on the athlete. Applications without the NSO questionnaire will be considered incomplete and ineligible.
- d) The Future Best Committee (A volunteer committee of Sask Sport Inc. that consists of a cross section of sport volunteers) will review all applications received. All applicants and the PSO will be notified as to the results of the review.

Follow-up Statement:

- a) The follow-up for this grant program will require the Provincial Sport Organization to complete a Future Best follow-up report and a copy of your audited financial statement(s). The audited financial statement must be submitted to the Saskatchewan Lotteries Trust Fund within 90 days of your association's fiscal year end. This grant program must be clearly identifiable as a line item in the revenue and expense summaries within your audited financial statement. The grant will be considered complete upon satisfactory review of the above follow-up requirements.
- b) The Future Best program requires athletes to retain all records and documents related to the grant (e.g. receipts) for a three-year period and must make them available for inspection by Sask Sport or their Provincial Sport Organization when requested. However, Sask Sport will not be requesting receipts from recipients on an ongoing basis. Although it is not required, each individual PSO has the authority to require that receipts be submitted on an ongoing basis.

Program Criteria:

- a) Athletes may receive up to a maximum of \$5,000 per year. The amount of support granted in any given year will depend upon the number of athletes identified for support and the total amount of funds available for distribution;

- b) Support will be determined based on the athlete's rank at the national level, their commitment to training and competition, and their financial need;

- c) The following items are eligible expenditures for Future Best:
 - i. Standard living costs (e.g. rent/mortgage, utilities, groceries, medical expenses etc.);
 - ii. Costs directly associated with training (e.g. coaching, sport science, facility fees, other athlete services);
 - iii. Sport-specific equipment;
 - iv. Costs associated with attending training camps and competitions (e.g. entry fees, travel costs);
 - v. Education related expenses excluding tuition (e.g. books, fees).

- d) Athletes receiving financial support will be required to sign an agreement confirming their commitment to comply with all conditions;

Appeal Process:

The purpose of the appeal process is to enable disputes between applicants and Sask Sport Inc. to be dealt with fairly, expeditiously and affordably, without recourse to formal legal and court-like procedures.

If an appeal is being considered contact the Sask Sport Inc. office to obtain a copy of the appeal policy. Applicants have until 30 days from the written confirmation of their application status to file their appeal. To be considered the PSO must support the appeal.

Responsibilities:

Athlete Responsibilities:

- a) Athletes applying for Future Best support must commit to the following responsibilities:
- b) submit the completed application, along with support documentation, to Sask Sport Inc. via their Provincial Sport Organization for review;
- c) provide true statements in their application, follow up and supporting documents and to verify these statements if requested by Sask Sport Inc.;
- d) Athletes who have received Future Best funding in previous years must provide a clear indication of continued improvement.
- e) If approved, athletes must:
- f) adhere to the competition and training program as outlined in the application;
- g) immediately advise Sask Sport Inc. of any change to the information provided in the original application. This is needed to ensure compliance is still maintained and for the timely receipt of program information;

- h) abide by the Canadian Policy on Penalties for Doping in Sport and the policy of the PSO and/or NSO related to the use of banned performance-enhancing substances, doping controls and sporting contacts with other countries;
- i) refund any assistance provided if the athlete does not fulfil their obligations as outlined in the athlete agreement and/or their agreed upon training and competitive program.
- j) if approached, participate in sport-related, non-commercial, promotional activities designed to assist in the promotion of the benefits of sport, and/or the Future Best program. These activities do not normally involve more than two working days per athlete per year;
- k) sign an agreement confirming their commitment to comply with all conditions; and
- l) agree to represent Saskatchewan at National championships and/or multi-sport games.
- m) It is the responsibility of the athlete to notify the Future Best committee of changes in their status as it relates to the Sport Canada Athlete Assistance Program.
- n) Retain all records and documents related to the grant (e.g. receipts) for a three-year period and must make them available for inspection by Sask Sport or your Provincial Sport Organization when requested. However, Sask Sport will not be requesting receipts from recipients on an ongoing basis. Although it is not required, each individual PSO has the authority to require that receipts be submitted on an ongoing basis.
- o) Provincial Sport Organization (PSO) Responsibilities:
 - p) The PSO plays a key role in ensuring that deserving athletes get an opportunity to access support. In doing so, the PSO agrees to:
 - q) Circulate the Future Best application process to potential athletes based on the outlined eligibility criteria;
 - r) develop internal criteria and standards by which athletes will be identified for Future Best eligibility (it is recommended that the NSO be approached to assist in this area);

- s) complete the personal information section of the NSO Questionnaire and forward it to the NSO; this questionnaire will then be sent back to the PSO and then forwarded to Sask Sport Inc. (510 Cynthia Street)
- t) confirm the athletes completed Future Best application through the on-line process.
- u) assist in monitoring the athletes progress and advise Sask Sport Inc. immediately if they become aware that the athlete is failing to fulfil their obligations and/or commitments to the program;
- v) distribute funding directly to athletes once it is approved and released by Sask Sport;
- w) complete & submit a follow up report upon duration of the agreement;
- x) assist in the promotion of the Future Best program.
- y) It is the responsibility of the PSO to notify the Future Best committee of changes in an athletes status as it relates to the Sport Canada Athlete Assistance Program.
- z) It is the responsibility of the PSO to utilize all existing, reliable and objective ranking information systems (ie. Carding lists, etc) in the FB process; please ensure the NSO is involved in developing this ranking.

Sports are strongly encouraged to develop clear guidelines to determine who is eligible to apply for the Future Best program.

Sask Sport Inc.'s Responsibilities:

- a) Sask Sport Inc. agrees to do the following:
- b) provide the PSO with Future Best materials and application process
- c) establish a volunteer committee to adjudicate all applications in a fair and unbiased manner;
- d) approve and arrange payments in accordance with the program guidelines;
- e) advise all applicants (and PSOs) as to the status of their application;

- f) work with the athletes and the PSO to ensure that due process is followed in the selection of athletes, preparation of applications and follow ups, and fulfillment of obligations and commitments;
- g) promote the Future Best program to businesses and individuals as a cause worthy of support.
- h) T:\Program\rk\FUTURE BEST\Application 2012\FB Criteria Aug 11.doc

4.5 Canoe Kayak Saskatchewan Future Best Policy

Selection Criteria

The Sask Sport Future Best criteria will be used as the over-arching policy, by Canoe Kayak Saskatchewan, in selecting athletes for Future Best Funding.

In addition, athletes being selected for application will be actively competing in an Olympic or Pan American sport discipline and will have met one or more of the following criteria:

- a) Be an athlete named to a CanoeKayak Canada national team selected to compete at:
 - i. ICF World Championships (Senior, U23, U21 or Junior)
 - ii. ICF World Cup Competition
 - iii. Pan Am Games
 - iv. Pan Am Championships (Senior or Junior)

- b) Be a sprint or slalom athlete named to a CanoeKayak Canada national development team as defined in the sprint national team selection criteria:
http://www.canoekayak.ca/english/content/Sprint_Selection_criteria

- c) Be a slalom athlete whose performance at the national team trials or national championships meets the CanoeKayak Canada performance criteria as defined in the slalom national team selection criteria.
http://canoekayak.ca/files/86/24/2015_U23_Junior_Team_Selection_Policy_July3_2014.pdf

- d) Be a sprint U23 athlete who competed at the national team trials and national championships in an A Final or B Final but is too old to be eligible for a junior national team.

- e) Be an athlete who was 8 spots or less from being nominated for a development card or senior card.
- f) Be a canoe polo athlete who is ranked in the top 12 for a CanoeKayak Canada Senior Team or top 10 for a CanoeKayak Canada Junior (U21) Team.
- g) Be an athlete who qualified for a national competition team (World, Pan Am, World Cup, European Tour) but was unable to compete due to a documented injury.
- h) Process
- i) The Executive Director will contact CKC for the carding lists from the past competitive season.
- j) The Executive Director and High Performance Director in consultation with the High-Performance committee will review the selection criteria and forward the qualifying names to the Athlete Assistance Program Committee.
- k) Those meeting the criteria will be asked to submit an application to Sask Sport for Future Best Funding.
- l) The High-Performance Director, High Performance coaches and Executive Director will be responsible for monitoring the Future Best program and those athletes funded.
- m) Note: At this stage, this policy does not include Dragon Boat athletes.
- n) Evaluation of Policy

- o) This policy will be reviewed each year once CanoeKayak Canada has published their selection criteria for teams and for carding status. In addition, the policy will be reviewed if Sask Sport makes changes to its program criteria.

