

## **Executive Limitations Policy Monitoring Report**

The Executive Limitations report changes for each meeting, following the board schedule.

ELs being monitored for the March 12, 2024, meeting include **EL-2, EL-7, EL-14.**

**>>>>New information is highlighted in yellow.**

The Full Executive Limitations Monitoring, including past reports, can be read on the board's private web page, but at the board's request, has not been included here.

**EL-1 General Executive Constraint**

*The Executive Director must not cause or allow any practice, activity, decision, or organizational circumstance that is either imprudent, illegal or in violation of commonly accepted business practices.*

<b>Board Members should ask themselves these Assessment Questions</b>	<b>Yes</b>	<b>No</b>
Is there adequate information to convince me that a reasonable interpretation of the policy has been made? <i>If NO, note questions you want to ask at the meeting.</i>		
Is there sufficient evidence to convince me that this limitation has not been contravened? <i>If NO, note questions you want to ask at the meeting.</i>		
Are there any risks that should be addressed for this EL? <i>If YES, note the risks you want to address at the meeting.</i>		

**Operations Monitoring Report for EL-1**

*Last Updated for Board Meeting on November 06, 2023.*

Executive Limitations (part of Governance Policies) and Operations Policies, including the Human Resources Manual, provide the parameters within which the District operates.

Purchases and payments are for pre-approved budget items only. Regardless of the amount, nothing is purchased that hasn't been pre-approved by the Board first, typically as a budget category item, and if needed (such as at year end), as a separate Board approval.

Approval is given in January for the upcoming operating budget, by broad budget category, not individual line items. This gives the Executive Director flexibility for purchases within categories already approved, rather than waiting for approval item by item, which would significantly slow operations. This is reflected in Governance Policy, EL-10.

The paperwork for purchases not made by cheque, is however, reviewed after the transaction. This allows the review to happen with batches of account documents.

The District receives payments by e-transfer, and guided by EL-4, 8.

The District follows non-profit accounting standards which are stringently reviewed by the auditor annually. If the auditor should suggest for a procedural, or policy change, it is evaluated immediately.

The board, at the request of the auditor, added a policy on amortizing capitol assets, which I don't expect to ever need to use.

District employees follow the Human Resources Manual as a guideline for all matters related to working hours, time away from work, and benefits. The HR Manual is now a contractual document, meaning it is used in lieu of individual employee contracts. The Board made the HR Manual an operational policy at the April 2018 Board meeting. A copy of the current HR Manual is always available on the Board's private web page. No changes are made to the HR Manual that would contravene a Governance Policy.

While not illegal, it is often frowned upon to have back-up providers store an organization's data on servers hosted outside of Canada. I have confirmed that our Office 365 back-ups and cloud files are stored on servers in Canada. Legal advice has determined that storage of other data (Survey Monkey, Jot Forms) in the US is legal and safe.

**EL-2 Treatment of District Members/Residents**

*With respect to treatment of members and residents of the District, the Executive Director shall not cause or allow conditions which are unfair, undignified, unhealthy, or unsafe.*

*Further, the Executive Director shall not operate programs without reasonable protections against hazards or conditions that might threaten the health, safety, or well-being of those who utilize the programs.*

*The Executive Director shall not allow volunteers, including Board of Directors, or hire employees without a Criminal Record Check with Vulnerable Sector Search. Further, the Executive Director shall not fail to reimburse volunteers or employees for the cost of a Criminal Record Check with Vulnerable Sector Search when provided with a valid receipt.*

<b>Board Members should ask themselves these Assessment Questions</b>	<b>Yes</b>	<b>No</b>
Is there adequate information to convince me that a reasonable interpretation of the policy has been made? <i>If NO, note questions you want to ask at the meeting.</i>		
Is there sufficient evidence to convince me that this limitation has not been contravened? <i>If NO, note questions you want to ask at the meeting.</i>		
Are there any risks that should be addressed for this EL? <i>If YES, note the risks you want to address at the meeting.</i>		

**Operations Monitoring Report for EL-2**

*Last Updated for Board Meeting on March 12, 2024.*

Members and residents of the District are treated fairly and professionally through all interactions, be it face-to-face, telephone or digital. Every effort is made to ensure employees behave in, and represent the District in, a professional manner, never putting the needs of one client above another. The HR Manual has a policy to ensure professionalism when conducting district business.

Diversity, equity, and inclusion is reviewed annually, prior to starting a new operating year. Promotional materials include an inclusion tag line: *The South West District believes that all people contribute to the diversity and richness of community culture, recreation, and sport. Everyone is welcome and supported.* The staff team has been very successful in building relationships with Nekaneet First Nation, the Southwest Newcomer Welcome Centre, and the

*Over the last year, the staff team, particularly Elizabeth, have worked very hard to build meaningful relationships with Nekaneet, the Southwest Newcomer Welcome Centre, and the Moose Jaw Multicultural Council. This work has made it possible for the district to offer last-minute third-party funding applications.*

Certain benefits are given to residents of District member communities, which are not offered to residents of non-member communities. These include travel support, accommodation support (if applicable), free registration for workshops (NCCP excepted), ability to apply for District funding programs, and as per Bylaws, the ability to vote at the Annual General Meeting.

*As we prepare to send out membership renewal reminders, we would like to highlight some of the more intangible benefits members experience.*

**BOARD ACTION REQUIRED. Can board members share some of the reasons why they renew their membership with the district each year? What benefit does the district provide to you, your group, your community? Responses can be shared at the board meeting or emailed to Christie.**

From time to time, a program participant may provide their dissatisfaction or complaint with an event or employee. Every effort is made to address each individual concern in a professional and timely manner. If operational changes are needed, then the situation is discussed as a staff team, evaluated, and implemented. If a change is needed from an employee, the matter is clarified with the employee first, to ensure accuracy and fairness before being implemented.

An annual survey provides an opportunity for SWDCRS residents, whether members or not, to voice their needs, concerns, and successes. Data collected forms a significant portion of the SLTF Annual Follow-Up and helps the District to understand client's needs/trends/issues during strategic planning. **The 2024 annual survey will be released in March.**

An annual survey is used to gather information from volunteers, including board members. Data is included in the SLTF Follow-Up Report and is provided to the board as an evaluation tool. **Usually, the board year-end survey is sent out in May/June, prior to the completion of the SLTF Follow-Up Report. BOARD ACTION REQUIRED. I'm wondering if the board would like to complete the board survey as a team, at the May 2024 board meeting?**

Program locations are selected to meet health, safety, and inclusion standards. Wheelchair accessibility and other inclusion needs are evaluated before a program location is chosen. Professional caterers are used for all food service needs.

**We recently transitioned our sore programs of grant writing and sponsorship development, to virtual on demand workshops. This makes the training more accessible to more participants, reduces the challenges of finding the right time of day to offer a live workshop, and reduces the workload for the staff team.**

The District maintains a comprehensive insurance policy (see EL-7), as required by the Saskatchewan Lotteries Trust Fund, to ensure any unforeseen hazards or dangerous conditions do not put the District at liability risk. During a non-Games year, additional volunteer accident coverage is purchased for board member volunteers. During a Games year, additional volunteer accident coverage is purchased for board member volunteers and mission staff volunteers.

Criminal Record Checks (including Vulnerable Sector Search) are required for all District employees, Mission Staff, and board members. The District has not received a criminal record check from all board members and while there is a requirement to provide a CRC to hold a position on the board, there is no policy for what to do if one is not received.

**Criminal Record Checks are no longer kept on file in hard copy format. The CRC is scanned and kept digitally in a secure file within the Executive Director's private administrative files. The hard copy is returned to the employee/volunteer if desired or destroyed. The district is currently reviewing all operational policies. It is expected, as part of the CRC policy, that digital CRCs will be deleted after 24 months, or the time range when they are no longer accepted. The exact length is to be determined.**

### **EL-3 Human Resources**

*The Executive Director shall not cause or allow staff working conditions, hiring, or dismissal practices which are unfair, undignified, inequitable, unsafe, or in contravention of legislated employment or human rights standards in Saskatchewan or any negotiated employment agreements.*

*The Executive Director shall not fail to operate without a comprehensive Human Resources Policy Manual.*

*The Executive Director shall not fail to follow the Human Resources Policy Manual unless otherwise stipulated by Governance Policy.*

<b>Board Members should ask themselves these Assessment Questions</b>	<b>Yes</b>	<b>No</b>
Is there adequate information to convince me that a reasonable interpretation of the policy has been made? <i>If NO, note questions you want to ask at the meeting.</i>		
Is there sufficient evidence to convince me that this limitation has not been contravened? <i>If NO, note questions you want to ask at the meeting.</i>		
Are there any risks that should be addressed for this EL? <i>If YES, note the risks you want to address at the meeting.</i>		

### **Operations Monitoring Report for EL-3**

*Last Updated for Board Meeting on August 14, 2023.*

Working conditions and hiring practices adhere to all legislation and District policies. The District uses a comprehensive Human Resources Policy, superseded only by Governance Policy.

All District employee(s) calculate overtime using the guidelines outlined in *The Saskatchewan Employment Act*, 1.0 hours for every hour worked in excess of their regular workday, but under 8 hours, and 1.5 hours for every hour worked in excess of the regular work day over 8 hours. Employee(s) are provided with a time sheet to use for tracking purposes.

It is not illegal for employees to work over 12 hours in a day, and they might agree to do so, however it is considered a poor mental health practice, so discouraged. This is particularly challenging during the 8 days of the Saskatchewan Games, when District staff work very long days. Changes, including more volunteer help during the Games, more specialized volunteers to help with social media, a miscellaneous list of volunteer task available/visible at the mission desk, declining the administrative support the Games Council expects of the District, during the Games.

Hiring practices allow for the receipt of applications without restriction by gender, age, or cultural heritage. Where a summer student is hired with funding ear-marked for a specific age category, a carefully worded question is used during the interview process to meet the grant funding obligations without violating personal privacy.

In addition to the required forms, new employees are provided with this booklet: *Understanding Employment Standards in Saskatchewan – Know Your Rights and Responsibilities*.

Candidate selection follows a fair and equitable process. All applications are received, whether complete or partial. All applications are rated based on the duties and skills required for the position, using a pre-designed resume ranking form. A short list of 3-5 candidates is selected from the top rated 10 applications. All candidate interviews use the same set of questions and evaluation criteria. Past hiring

practices included hiring a Human Resources Consultant to help with application evaluation and to lighten the workload of the ED.

Where an applicant is a relative of a District employee, a different employee must independently rate the applicant's resume and conduct the interview. This has only ever applied to summer students. We do not currently have summer students.

Dismissal practices are fair, dignified, safe, and comply with human rights standards. Past dismissal practices included hiring a Human Resources Consultant and an Employment Lawyer to be certain the District followed legislation, common law, and presented the situation and documents in a fair and dignified manner.

Job descriptions for Community Consultants are up to date. The job description for the Executive Director has been re-written in draft form, as part of the Executive Director Succession Plan, and can be formally approved by the Board at any time.

Hepatitis vaccinations are offered to District employees who feel at risk, details are included in the HR Manual. Employees who are feeling unwell and are contagious, are asked to work from home and refrain from group meetings/events. Ensuring scent-free offices is unnecessary for home offices, but rather, we ensure employees maintain a scent-free dress code when attending meetings or handling paperwork. This is covered in the HR Manual. Following scent-free guidelines applies to volunteer board members.

The district does not have any plans to create a COVID vaccination policy, deferring to current health regulations.

The primary (non-COVID) safety risk to employees during programs is driving during the winter months (icy roads, heavy snow, or extreme cold) and working alone during event set-up/take-down. To reduce risks, programs are scheduled for spring/summer/fall when road conditions are safe. A minimum of two employees are required to attend all events if no other volunteers (e.g., Mission Staff) will be in attendance.

Currently, all District offices are home offices. Although home offices cannot receive walk-up traffic, due to the additional cost of liability insurance and to respect the privacy of employees, this is of little importance as District work happens in the field, not in the office. Now that all offices are home offices, except for the admin storage room, there is significantly less risk for employees working after hours or in the evenings.

District offices, regardless of home or external, are monitored to meet health and safety standards. Where changes are warranted or requested, every effort is made to accommodate. A home office checklist is in use as part of the twice-yearly OHS staff discussions, to ensure a safe work environment. Program offices have installed a sit/stand workstation to lessen the health risks associated with sitting through long work periods.

The Executive Director follows the Human Resources Policy Manual unless otherwise stipulated by the Governance Policy.

### EL-4 Financial Operations

With respect to the **financial operations** of the organization, The Executive Director shall not cause or allow **financial operations** which:

1. Fail to recognize the fiscal year as April 1 – March 31.
2. Fail to maintain adequate and correct accounts, books, and records of organization business.
3. Fail to ensure prior approval for pre-authorized charges.
4. Fail to ensure two authorized signatures (one staff and one Board) on payables made by cheque.
5. Fail to ensure payables made by credit/debit card are for pre-approved charges only.
6. Fail to ensure payables made by credit/debit card show two authorized signatures (one staff and one Board) on monthly reconciliation documents.
7. Fail to ensure two authorized signatures (one staff and one Board) on receivable cover documents and account adjustment cover documents.
8. Fail to ensure payables and receivables are handled in a timely fashion by opting for e-transfers, on-line bill payments, and auto-debits as the priority payment method and cheques as the lowest priority payment method.
  - a. E-transfer payments are limited to a maximum of \$2,500, until approved by two members of the Finance and Audit Committee
  - b. South West District for Culture, Recreation and Sport Inc. bank accounts at Conexus Credit Union be switched to a single user, the Executive Director, Christie Saas.
9. Fail to maintain an operational Petty Cash Policy and a MasterCard Policy.
10. Fail to realign program funds, within pre-approved budget categories, during the operating year to ensure all grant funding is fully spent.
11. Fail to engage the services of a qualified audit firm, annually, and with the approval of the Board of Directors.
12. Fail to ensure the filing of the semi-annual GST rebate application, annual federal T2 form, annual federal T1044 form, and submission of the list of current Board members to the Canada Revenue Agency.
13. Fail to ensure the filing of the Corporations Branch Annual Return, annual financial statements, Change of Directors/Officers form, and any additionally required documents.
14. Fail to retain personnel files indefinitely.
15. Fail to retain financial files, in order, for seven years from the last fiscal year.
16. Fail to seek permission from the Finance and Audit Committee prior to destroying financial files older than seven years.

<b>Board Members should ask themselves these Assessment Questions</b>	<b>Yes</b>	<b>No</b>
Is there adequate information to convince me that a reasonable interpretation of the policy has been made? <i>If NO, note questions you want to ask at the meeting.</i>		
Is there sufficient evidence to convince me that this limitation has not been contravened? <i>If NO, note questions you want to ask at the meeting.</i>		
Are there any risks that should be addressed for this EL? <i>If YES, note the risks you want to address at the meeting.</i>		

## **Operations Monitoring Report for EL-4**

*Last Updated for Board Meeting on August 14, 2023.*

***With respect to the financial operations of the organization, The Executive Director shall not cause or allow financial operations which:***

***1. Fail to recognize the fiscal year as April 1 – March 31.***

- a. The Annual Operations Plan and Annual Budget are both created to follow the April 1 – March 31 fiscal year.
- b. The annual audit recognizes the fiscal year as April 1 – March 31.
- c. Operations are aligned with the fiscal year.
- d. Operating year programming, outside of office operations, will cease around March 01, to allow time for payables to be received and processed before year-end, and for reports to be written well before the March 31 deadline.

***2. Fail to maintain adequate and correct accounts, books, and records of organization business.***

- a. Accounting is completed weekly, or as needed.
- b. Signing for accounts is sent out monthly, or as needed.
- c. Very few payments are made by cheque, which is supported by policy. The shift to e-transfers and credit/debit card payments has resulting in a much faster payment turnaround.
- d. Deposits are completed as needed.
- e. Deposits made by e-transfer and mobile banking have the same complete supporting paperwork attached as do traditional in-the-branch deposits.
- f. All accounting entries are completed using the District's Sage 50 Premium (Simply Accounting) software.
- g. Paperwork is kept/produced to support all accounting entries.
- h. Monthly financial reports are completed and submitted to the Finance and Audit Committee. Currently, the F/A Committee is only Dana, which I believe is too big of a burden for one person. Additional Committee members are needed.
- i. Complete digital files are kept for all grants and partnership agreements, in with the financial files for the corresponding year. Hard copy grant files are no longer retained, and existing copies have been scanned and filed digitally.

***3. Fail to ensure prior approval for pre-authorized charges.***

- a. All pre-authorized charges are included in the annual budget, which is approved by the Board.
- b. This means that some pre-authorized charges are approved by the Board through a general budget category, not item by item.

***4. Fail to ensure two authorized signatures (one staff and one Board) on payables made by cheque.***

- a. All payables made by cheque have two signatures before being released.
- b. Cheques are very quickly becoming a dated payment system.

***5. Fail to ensure payables made by credit/debit card are for pre-approved charges only.***

- a. Petty Cash purchases (payables made by credit/debit card) are for pre-approved budget expense only. Expenses that are not pre-approved budget items are not allowed.
- b. Violations of the policy result in the loss of the employee's Petty Cash debit/credit cards.
- c. A Petty Cash Policy outlines these requirements.



**6. *Fail to ensure payables made by credit/debit card show two authorized signatures (one staff and one Board) on monthly reconciliation documents.***

- a. Accounting processes include a cover page on all Petty Cash (payables made by credit/debit card) monthly reconciliation documents, which records two authorized signatures (one staff and one Board).
- b. In nearly all instances, the Executive Director is the staff signature.
- c. It would slow the district's payment system to an almost stand still if credit/debit card payments needed to be approved one by one. Pre-approving by budget category is very usable.

**7. *Fail to ensure two authorized signatures (one staff and one Board) on receivable cover documents and account adjustment cover documents.***

- a. Accounting processes include a cover page on all receivable and account adjustment documents, which records two authorized signatures (one staff and one Board).
- b. In nearly all instances, the Executive Director is the staff signature.
- c. Account adjustments might include shifting receivables to a different budget category where they are a better fit, correcting an accounting error, or auditor adjustments. These adjustments are minor but would happen after all signatures.
- d. Supporting paperwork is included for all account adjustments and is included in accounting packages for signing.

**8. *Fail to ensure payables and receivables are handled in a timely fashion by opting for e-transfers, on-line bill payments, and auto-debits as the priority payment method and cheques as the lowest priority payment method.***

- a. E-transfer payments are limited to a maximum of \$2,500, until approved by two members of the Finance and Audit Committee
- b. This policy was developed to ensure payments happen more quickly and to reduce the burden on board volunteers to be available every 2 weeks to sign cheques, a necessary turnaround time for cheque payments.
- c. E-transfers going out have been updated to allow anyone to be paid by e-transfer, to a limit of \$2500, after that Finance and Audit Committee approval is required.
- d. E-transfers cost \$1.50 each, which is unfortunate, as all other banking charges are waived for a non-profit. However, by comparison, cheques cost \$0.83 per cheque + mailing \$0.94 (if I use postage meter rates) = \$1.77. So, we're actually saving \$0.27 per payment.
- e. The South West District bank accounts have been successfully switched to a single user, as per board approval, and to facilitate e-transfer payments. Our auditor is aware of this change, and has no concerns, as the paper trail supports all transactions and there is a policy to support the changes.
- f. There is still a very strong paper trail for all transactions, to ensure risk management monitoring.
- g. To reduce risk, monthly bank and credit card statements are included with monthly bank reconciliations.
- h. The authorized account signers are trialling a digital signing system. Lori and Rosa have indicated they prefer the digital system. Dana prefers the hard copy system. To better match preferences, I (usually) split the digital signing between Rosa and Lori and send the hard copy signing to Dana. The turnaround time has been very quick and is appreciated.

- 9. Fail to maintain an operational Petty Cash Policy and a MasterCard Policy.**
- a. The Petty Cash Operations Policy was created in April 2011 and was last updated February of 2016.
  - b. Operational Policies are reviewed approximately every 12-14 months.
- 10. Fail to realign program funds, within pre-approved budget categories, during the operating year to ensure all grant funding is fully spent.**
- a. Realignment of program funds occurs 1-2 times per month to ensure all grant money is fully spent.
  - b. Realignment of program funds is reported to the Board, at each full meeting, using a Floating Budget system.
  - c. Having this policy is **extremely helpful** because it allows me to flex program budgets as needed.
- 11. Fail to engage the services of a qualified audit firm, annually, and with the approval of the Board of Directors.**
- a. Priority Accounting Services completed the 2022-2023 annual audit.
  - b. Priority Accounting is very easy to work with, friendly, patient, helpful, and willing to support staff and Board education. They are very experienced in working with small non-profits and understand the difficulties a small team faces with segregation of duties.
- 12. Fail to ensure the filing of the semi-annual GST rebate application, annual federal T2 form, annual federal T1044 form, and submission of the list of current Board members to the Canada Revenue Agency.**
- a. I no longer file the district's first (of two) GST rebate applications. I now leave that all to the auditor, who has better administrative access to CRA services, and who can proof the numbers before applying. This is now part of our annual audit services.
  - b. Our auditor files the annual federal T2 form and annual federal T1044 form as part of our annual audit. Copies of all documents are kept in the digital and hard copy audit files.
  - c. I submit the list of current Board members to the Canada Revenue Agency after the annual submission to ISC – Corporate Registry, in August.
  - d. **PST**
    - i. On October 1, 2022, there were changes to the PST. On September 08, 2022, I had a phone conversation with the auditor. She noted that neither of the items we charge for, meet the 'value added' definition and are not required to charge PST. The auditor does not want us to open a PST account and does not believe we meet the definition for required remittance. If the provincial government should change their mind, the amount would not likely be material and we still would not file. The auditor will let us know if anything changes.
- 13. Fail to ensure the filing of the Corporations Branch Annual Return, annual financial statements, Change of Directors/Officers form, and any additionally required documents.**
- a. On July 21, 2022, I submitted the District's Annual Return and Financial Statements and Notice of Change of Directors to Corporate Registry.
  - b. Documents to file the 2023 Annual Return have not yet been received. If paperwork is not received by the end of July, I will phone and inquire about the delay. I suspect the delay is due to the new extended timeline to submit reports in the new Non-Profit Act.
  - c. I want the Board to be aware that I file the Notice of Change of Directors only once a year, with all effective dates to match the date of the AGM.

- d. The Non-Profit Act and Non-Profit Regulations have been updated and a summary is below.
- e. The Non-Profit Act will change in March 2023. Corporations Branch sent a summary of the changes.

***From Corporations Branch: Legislative Changes Impacting Annual Return & Financial Statement filing requirements (Wed 2023-02-08 7:30 PM)***

*This notification is to advise you that The Non-profit Corporations Act, 2021 (NPCA) and The Non-profit Regulations, 2022 are coming into force in Saskatchewan on March 12, 2023.*

*Saskatchewan Corporate Registry will implement changes in support of the new Act and Regulations.*

*The new legislation allows Non-profits more time to prepare their financial statements and file Annual Returns; and introduces new qualifications for audit and review of financial statements, while minimizing impacts for smaller charitable corporations by increasing revenue thresholds for requiring audit and review. Details are outlined below.*

- o *The Act will extend the reporting period for financial statements from four (4) months before an annual meeting to six (6) months before an annual meeting, granting SK Non-profit corporations more time to complete these statements.*
  - o *Non-profit corporations requiring an audit or review must ensure their auditor or reviewer for financial statements is a Licensed CPA.*
  - o *Annual return and financial statement filing timelines at the Corporate Registry will increase from five (5) months after the Corporation's fiscal year end, to seven (7) months after fiscal year end. The Act will only require charitable corporations to complete formal review or audit of financial statements when annual revenues are \$100,000 or greater (based on prior year fiscal statement):*
    - o *Review required for corporations with revenues of \$100,000 or more.*
    - o *Audit required for corporations with revenues of \$500,000 or more.*
    - o *Charitable corporations with revenue under \$100,000 may resolve to waive the audit or review.*
    - o *Auditor/reviewer requirements for membership corporations remain unchanged in the new legislation.*
- a. Our Annual report to the SLTF remains due on June 30<sup>th</sup>. Even with the new dates to prepare annual financial statements, we will still follow the same schedule, to meet the requirements of the SLTF.
  - f. Usually, I use the filing made to Corporations Branch to update our records with CRA. If there were more complex updates, the auditor handled on my behalf. Rules have changed and neither of us are able to do the updates.
  - g. For me to handle the updates (e.g., our mailing address), I need to be added as an authorized user, and to be added, I must first appear on the ISC list of directors for the South West District.
  - h. I can add myself to the ISC list, but I need details captured in board motion/minutes to reflect the update, and to provide to CRA later.

- i. I was unable to submit the motion made last meeting, to CRA, prior to the AGM. I would like the board to repeat the motion, with the new board member names.
- j. BOARD ACTION REQUIRED. Board motion to read as:
  - i. ***Christie Saas was hired on January 10, 2011, as the Executive Director for the South West District. With the position, she is an ex-officio member of the Board of Directors. The current officers/directors of the South West District Board of Directors are as follows.***  
***Rebecca Anderson (Chair)***  
***Lori Crighton (Vice-Chair)***  
***Dana Dale (Director of Finance)***  
***Emily Bamforth***  
***Donna Marentette***  
***Margaret Carey***  
***Rosa Vazquez***  
***Christie Saas (Ex-Officio)***
  - ii. ***The South West District Board of Directors authorizes Christie Saas to act as the South West District representative with Canada Revenue Agency and as the representative for the District's CRA My Business Account.***
- k. After the motion has been made/carried, I will add my name to the ISC list, then print the updated list, along with the board motion, and other supporting documentation, and send to CRA to start the process to add me as the CRA representative. After I am added as the CRA representative, I will add the District's auditor as a level 3 delegate, so there is always an administrative back-up to access the account.

**14. Fail to retain personnel files indefinitely.**

- a. Personnel files for the current staff are kept in two places.
  - i. Current and the immediately previous year, are kept in a locked filing cabinet in the Executive Director's home office, as per the ED Home Office MOU.
  - ii. Files preceding the current or immediately previous year are kept in a locked file cabinet in the administration storage room, as per the ED Home Office MOU.
- b. Personnel files include the official personnel file for each employee, as well as the HR operating files (annual work plan, time sheets, time off requests).
- c. Personnel files for former staff are kept in a in a locked file cabinet in the administration storage room.
- d. I will be starting to digitize all personnel files this fall. By 2024, the district will no longer keep hard copy employee files. This process, designed to prevent accidental identity theft risks, has been vetted by the district's lawyer.

**15. Fail to retain financial files, in order, for seven years from the last fiscal year.**

- a. Financial files are kept in boxes, clearly marked by fiscal year, in the storage room.
- b. Audit files are pulled from the boxes before they are sealed. Pulled files are stored in a in a clearly labeled binder in the administration storage room.
- c. No audit files have ever been destroyed, but once an audit is complete, it seems unnecessary to be keeping these documents.

**16. Fail to seek permission from the Finance and Audit Committee prior to destroying financial files older than seven years.**

a. Files in storage include:

Current Year	2023-2024
Year 1	2022-2023
Year 2	2021-2022
Year 3	2020-2021
Year 4	2019-2020
Year 5	2018-2019
Year 6	2017-2018
Year 7	2016-2017
Year 8	2015-2016

b. Permission to destroy the financial files from years older than year 7, is, by EL, sought from the Finance and Audit Committee. Given that the F/A Committee is only one person, I would like board approval to destroy the files.

### EL-5 Budgeting

With respect to **budgeting** for the organization, the Executive Director shall not fail to:

1. Prepare an annual Operational Budget aligned with the annual Operational Plan.
2. Use non-profit accounting standards.
3. Separate budgeted items from year-to-date expenditures.
4. Provide comparative budget reports at each full-agenda board meeting.
5. Plan the expenditure in any fiscal year of more funds than anticipated revenues unless cash reserves are to be utilized and prior approval is obtained.
6. Estimate revenue and expenses based on reasonable and explicit assumptions.
7. Provide funds for District costs including meetings and associated expenses, conference calls, legal fees, insurance fees, liability fees, and auditing fees.
8. Ensure the fiscal soundness or viability of the District for future years.
9. Seek the approval of the Board of Directors for special and exceptional expenditures not included or implied in the budget.
10. Inform the Board of Directors if it is not possible to operate within the limits of the approved budget.
11. Seek approval, prior to submission, from the Board of Directors, for budget and funding applications that expressly stipulate Board approval is required.

Board Members should ask themselves these Assessment Questions	Yes	No
Is there adequate information to convince me that a reasonable interpretation of the policy has been made? <i>If NO, note questions you want to ask at the meeting.</i>		
Is there sufficient evidence to convince me that this limitation has not been contravened? <i>If NO, note questions you want to ask at the meeting.</i>		
Are there any risks that should be addressed for this EL? <i>If YES, note the risks you want to address at the meeting.</i>		

### Operations Monitoring Report for EL-5

Last Updated for Board Meeting on January 16, 2024.

With respect to **budgeting** for the organization, the Executive Director shall not fail to:

1. **Prepare an annual Operational Budget aligned with the annual Operational Plan.**
  - The Operational Budget follows the same format as the Operational Plan.
  - Budgets for specific programs can be easily matched.
  - To help ensure the audit also aligns with the Operational Budget and Operational Plan, a sample document is prepared to help guide the auditor to match funding areas.
  - The Operational Budget for next year has been prepared to follow the new wage grid changes, which were approved by the board.
2. **Use non-profit accounting standards.**
  - Described in detail under EL-6, 8.
3. **Separate budgeted items from year-to-date expenditures.**
  - Budget reports are presented to the Board using a three-column format. This allows readers to compare the initial budget set for the SLTF grant application (column 1), working budget (column 2) showing budget realignments (EL-4, 10), and the year-to-date expenses (column 3).

**4. Provide comparative budget reports at each full-agenda Board meeting.**

- Financial projections for the operating year are monitored using a floating budget (column 2) which allows for immediate response to budget fluctuations/needs and ensures the District finishes the fiscal year using all grant funding and keeping as much self-generated revenue as possible.
  - The District cannot keep any unspent Lotteries dollars, only self-generated revenue may be retained, so any funds remaining from one program (upon completion) are immediately allocated to another program where there is need to ensure all funds are used (as per EL-4, 10).
  - Reallocating budgets ensures the District offers as much programming as our budget dollars will allow.
  - Reallocating budgets ensures the District always maintains a clear picture of the year-end projection.
  - The floating budget ensures there are little, if any, surprises going into year-end
  - Some budget items are assigned a \$0 budget amount. This is to ensure the items are indeed included in the current operating budget, but do not take away important budget dollars from more important programs and services until it is certain funding is available. If, after all programs have been completed for the year, there is budget availability, then lower priority items such as promotional merchandise will be purchased.
  - Long-range financial planning, beyond the current operating year, is very limited. Plans can be made knowing the Trust Agreement has been signed. Finding increases resumed in 23-24, but only at 2.6%.
    - Even with this small finding increase, the district cannot grow operations beyond what we have now.
    - District staff wages, when compared to the other districts, are:
      - Community Consultant, average start, highest top.
      - Executive Director, highest start, average top.
  - Retained surplus revenue is accumulated based on self-generated revenue alone, as it is extremely rare for grant revenue to be kept. Last year the surplus was \$2,199 which brought the accumulated surplus up to \$106,392.
  - A reserve of 6 months operating expenses (approximately \$145,000) will take a long time to build. We have accumulated about 73% of that amount.

**5. Plan the expenditure in any fiscal year of more funds than anticipated revenues, unless cash reserves are to be utilized and prior approval is obtained.**

- Budgets are planned to be zero-balance budgets, with revenues and expenses being equal.
- However, self-generated revenue (membership fees, registration fees) is not included in that budget projection. This allows a modest revenue buffer should funding projections fall short of expected amounts and helps to add a small amount to the accumulated surplus.
- The cost for the Games program grows each year and is difficult to predict.

**6. Estimate revenue and expenses based on reasonable and explicit assumptions.**

- Each key activity included in the operations plan is linked to a pre-determined budget amount which is set at the operations planning meeting.
- Budget amounts are determined based on reasonable and actual costs of goods and services needed for that key activity.
- Past operating years provide experience in developing budgets that are accurate.

**7. Provide funds for District costs including meetings and associated expenses, conference calls, legal fees, insurance fees, liability fees, and auditing fees.**

- All components of District operating budgets are planned and budgeted based on past years' actuals and future years' needs with every effort made to ensure there are ample funds to operate, but within funding limitations.
- Budgets include all grant revenue. I no longer create a parallel budget for SPRA grant dollars we 'might not' get. If we don't get SPRA funding, we will cut programming and realign budget plans at that time.

**8. Ensure the fiscal soundness or viability of the District for future years.**

- To ensure the fiscal soundness and viability of District operations for future years:
  - Budgets and actuals are monitored regularly.
  - Floating budgets are used to shift revenue to target areas.
  - An annual audit occurs with the auditor receiving every assistance possible from District administration and all questions answered quickly and accurately.
- Monthly financial reports are emailed to the Finance and Audit Committee for review.
- The viability of the District depends heavily on successfully receiving funding from the SLTF. If the Trust should cut funding, the District would immediately cease operations and begin a dissolution process.
- The viability of the District will be heavily impacted if an employee left for a higher paying job, such as with the Globals. While the District can always hire someone new, the time and expense to hire and train a new employee is a significant interruption to operations, especially if the process has to be repeated every few years.

**9. Seek the approval of the Board of Directors for special and exceptional expenditures not included or implied in the budget.**

- No purchases are made that have not been pre-approved by the Board of Directors.
- Where a purchase is needed and has not been previously approved, approval will be sought at either the next Board meeting or, in the case of emergencies, by email motion.
- Expenditures like this are rare.

**10. Inform the Board of Directors if it is not possible to operate within the limits of the approved budget.**

- Financial Monitoring Reports inform the Board of Directors of budgets fluctuations and annual budgets are carefully constructed to ensure a balance of revenues v. expenses including any need to use reserves (which is extremely rare).
- Monthly financial reports are posted on the Board's private web page for review by any Board member at any time.
- It is the board's responsibility to ask questions if additional information is needed.

**11. Seek approval, prior to submission, from the Board of Directors, for budget and funding applications that expressly stipulate Board approval is required.**

- Only the SLTF grant application requires Board approval.
- The SLTF application is submitted to the Board in December for review and approval.



### **EL-6 Financial Condition**

The Executive Director will not make decisions that do not reflect the **prudent use of financial resources**. In particular, the Executive Director will not, without Board approval:

1. Engage in purchasing items costing \$2000.00 or more where there has not been an assessment of the quality and price offered by different vendors.
2. Provide debit card petty cash accounts of more than \$2,000.00 per employee, \$1,000.00 per seasonal employee, and of \$3,000.00 for the Executive Director.
3. Provide credit cards of more than \$2,000.00 per employee and of \$10,000.00 for the Executive Director.
4. Make e-transfers, on-line bill payments, or allow auto-debits that have not been included in the pre-approved budget.
5. Engage in professional development costing greater than \$2000.00 in registration fees.
6. Allow any one individual complete authority over a financial transaction.
7. Purchase or enter into a contract in situations where he/she has a conflict of interest.
8. Fail to engage or follow Non-profit Accounting Standards.
9. Carbon copy (C.C.) the Finance and Audit Committee on all correspondence with the auditor during the annual audit.
10. Report at each regular meeting, in summary form, the Executive Director's own working, banked, vacation, and sick time hours.

With respect to actual ongoing condition of the **District's financial health**, the Executive Director shall not cause or allow the development of fiscal jeopardy or a material deviation away from actual expenditures authorized by the pre-established District priorities. Accordingly, the Executive Director shall not fail to:

1. Advise the Finance and Audit Committee or Chairperson of any significant or unexpected changes in the pattern of revenue and/or expenditure in an expedient manner.
2. Expend more funds than provided in the District budget(s) without prior approval of the Board.
3. Use restricted funds for unauthorized or unintended purposes.
4. Fail to meet payroll and debt obligations in a timely manner or allow the collection of accounts receivable to be undertaken in an untimely manner.
5. Ensure Saskatchewan Trust Grants or other grants to be overdue or inaccurately filed.
6. Reconcile all district accounts monthly.
7. Provide a Monthly Financial Report at each monthly Board meeting, using the pre-approved format.
  - For months when there is no Board meeting, provide a Monthly Financial Report to the Finance and Audit Committee, using the pre-approved format.
  - Create a monthly full report package of balance sheet, income statement, account reconciliations, cheque log, and general ledger.
  - Notify the Finance and Audit Committee, by email, when the full report package has been added to the Board's private web page.

<b>Board Members should ask themselves these Assessment Questions</b>	<b>Yes</b>	<b>No</b>
Is there adequate information to convince me that a reasonable interpretation of the policy has been made? <i>If NO, note questions you want to ask at the meeting.</i>		
Is there sufficient evidence to convince me that this limitation has not been contravened? <i>If NO, note questions you want to ask at the meeting.</i>		
Are there any risks that should be addressed for this EL? <i>If YES, note the risks you want to address at the meeting.</i>		

## **Operations Monitoring Report for EL-6**

*Last Updated for Board Meeting on January 16, 2024.*

*EL-6, #10, Time Sheet, Last Updated for Board Meeting on January 16, 2024.*

### **PART 1**

***The Executive Director will not make decisions that do not reflect the prudent use of financial resources. In particular, the Executive Director will not, without Board approval:***

- 1. Engage in purchasing items costing \$2000.00 or more where there has not been an assessment of the quality and price offered by different vendors.***
  - a. It is extremely rare that any one item would cost more than \$2000.
    - i. In most cases, costs over \$2000 are for combined totals.
    - ii. Even for combined costs over \$2000, purchases are made based on assessment of quality, price, and other required needs.
  - b. Expenses which cost over \$2000 might include annual insurance premiums, annual audit, and employee salaries.
    - i. These are all pre-approved budget category items and additional approval is not requested.
- 2. Provide debit card petty cash accounts of more than \$2,000 per employee, \$1,000 per seasonal employee, and of \$3,000 for the Executive Director.***
  - a. Debit card petty cash accounts continue to be provided of \$2,000 per each (2) Community Consultant and \$3,000 for the Executive Director.
  - b. The District does not presently employ any seasonal employees.
- 3. Provide credit cards of more than \$2,000 per employee and of \$10,000 for the Executive Director.***
  - a. Credit card petty cash accounts continue to be provided of \$2,000 per each (2) Community Consultant and \$10,000 for the Executive Director.
  - b. During the 2024 Summer Games, Brennen's credit card will be temporarily increased to allow for payment of mission staff hotel rooms. Board approval will be requested.
- 4. Make e-transfers, on-line bill payments, or allow auto-debits that have not been included in the pre-approved budget.***
  - a. E-transfers, on-line bill payments, and auto-debits are only used for pre-approved budget categories.
  - b. Standard paperwork is provided for each transaction.
- 5. Engage in professional development costing greater than \$2000.00.***
  - a. No Executive Director professional development is pursued if registration fees cost greater than \$2000.00 unless it is pre-approved by the Board.
- 6. Allow any one individual complete authority over a financial transaction. Budget items require two signatures; non-budget items require Board approval and two signatures.***
  - a. While the actual process of completing a purchase may fall to one individual to handle, full Board approval (legally called meeting with quorum) will have been granted prior (budget approved in January, spending begins in April) to the purchase.
  - b. As a safety, two signatures are required for all cheques as well as for the covering documentation for all financial transactions. Paperwork showing this compliance is kept with the annual financial files.

**7. Purchase or enter into a contract in situations where he/she has a conflict of interest.**

- a. No purchase or contract is made where District staff have a conflict of interest.
- b. Where there might be any appearance of conflict, another staff person will administer the agreement to ensure compliance.
- c. This situation is rare but has happened, such as hiring of a summer student related to a District employee. The district has not employed a summer student since 2015.

**8. Fail to engage or follow Non-Profit Accounting Standards.**

- There are few changes to the following. Everything still applies and has been reviewed by the auditor for accuracy.
- The SWDCRS follows non-profit accounting standards as follows:
  - RELEVANCE – information that will make a difference to accounting matters and reports is maintained.
    - E.G. – Extensive records are retained so that anyone looking through the financial records can understand what has occurred without need for explanation by the Executive Director, such as the auditor or in an emergency.
    - When necessary, additional notes are included to explain a transaction that may appear unclear.
  - FAITHFUL REPRESENTATION – for information to be useful it must be a faithful representation of what really exists or has happened.
    - E.G. – Every effort is made to ensure financial records are accurate. This is also accomplished through our General Ledger which logs every entry including changes and deletions so that no record is hidden.
  - COMPARABILITY – Financial records identify the similarities and difference between years.
    - E.G. – Though budget codes may change, any changes are mapped and recorded so that the auditor may compare existing transactions to previous years when preparing the annual audit, which is comparative.
    - The Executive Director provides an explanation for differences in budget codes from year to year, to the auditor, as witnessed by the Finance and Audit Committee.
    - The budget and accounting system follow the same format, which mirrors the strategic plan format. This allows accounts and programs to line-up by category, making comparison by category very easy, and comparison by transaction unnecessary.
  - CONSISTENCY – We use the same accounting treatment for similar events from year-to-year.
    - E.G. – Our budget structure and annual reports follow the same structure as our strategic priorities, operating plan and data collection.
    - We ask our auditor to follow the same structure for the annual audit.

- UNDERSTANDABILITY - For information in financial statements to be useful, all users have to be able to understand it.
  - E.G. – Financial reports are structured to follow the same general heading as our strategic priorities, making it easy to see where the money is being spent.
  - A document, *Understanding SWDCRS Financial Statements* has been developed to help board members understand what they are reviewing. The document is available on the Board web page at any time.
  - Policies, Executive Limitations, and Committee Terms of Reference have been written to help provide as much understandability as possible.
  - Sometimes the auditor's assistant mistakes training we offer for the boards of our community groups, as training for our board. This is monitored and corrected.
  
- ASSUMPTIONS – Create the foundation for the accounting process.
  - Monetary Unit – Only those things that can be expressed in monetary terms (as money) be included in the accounting records.
    - E.G. – Grant application/follow up files, registration forms, or membership forms, while relating to financial records, are filed independently. Payments or revenue relating to grants are filed with day-to-day financial records.
  - Economic Entity – The economic activity of a company is separate and distinct from the activities of the shareholders and of all other economic entities.
    - E.G. – The SWDCRS is an independent organization as recognized by the Saskatchewan Corporations Branch. The SWDCRS does not have shareholders.
  - Time - The life of a business can be divided into artificial time periods and useful reports covering those periods can be prepared for the business.
    - E.G. – The District fiscal year runs from April 1 to March 31.
  - Going Concern – The business will remain in operation for the foreseeable future.
    - E.G. – As long as our funds from the SLTF are guaranteed, the SWDCRS will be in business. Our funding is confirmed until March 2030.
    - Lottery Agreement was signed in 2023, for 6 years:
      - 24-25
      - 25-26
      - 26-27
      - 27-28
      - 28-29
      - 29-30
    - For 2024-2025, our funding will increase by 2.6%
    - Lotteries Trust Agreement is not part of Provincial budget cycle, so, funding doesn't fluctuate by the political party in power.
    - We are not expecting a funding cut or claw-back, but there is always a chance the government will change the license fee, which could change funding.

- PRINCIPLES
  - Cost Principle – Assets be recorded at their cost at the time of acquisition.
    - E.G. – Assets are recorded at acquisition cost regardless of depreciation or fair market value differences. The same acquisition cost is used to provide replacement value for insurance purposes.
  - Full Disclosure – All circumstances and events which would make a difference to financial statement users be disclosed.
    - E.G. – No financial information is withheld from the auditor. Usually, more information is provided/retained for reference than is needed.
- CONSTRAINTS
  - Materiality – An item is material when including it or leaving it out is likely to influence the decision of an investor, creditor, or a financial reviewer.
    - E.G. – No financial information is withheld from any reviewer or auditor. Usually, more information is provided/retained for reference than is needed. Additional information is provided to the auditor when requested and can be provided to the Board if requested by Board motion.
    - The accounting software, Sage 50 Pro, tracks all changes, corrections, deletions, and additions. This ensures no transaction is hidden and full details can be reviewed. Hard copy reference material to support an accounting system entry, is retained in the hard-copy files to provide further explanation to any reviewer or the auditor.
  - Cost Benefit – The value of the information is greater than the cost of providing it.
    - E.G. – The cost of our annual audit is not prohibitive to the District doing business each year.
    - The ability to ask the auditor questions throughout the year, without adding to our audit expense, is very beneficial.
    - The cost of the accounting software, Sage 50 Pro including annual purchase of tech support, is not prohibitive to District operations.

**9. Carbon copy (C.C.) the Finance and Audit Committee on all correspondence with the auditor during the annual audit.**

- a. The Finance and Audit Committee was carbon copied on all correspondence with the auditor during the 2023 audit. One Committee member made inappropriate comments, via email, about financial transactions. The comments demonstrated a significant lack of understanding of district financial processes and could have jeopardized the audit.
- b. This EL (EL 6, part 1 #9) is no longer providing the oversight that was intended. I will be suggesting a change for the 2024 audit.

**10. Report at each regular meeting, in summary form, the Executive Director's own working, banked, vacation, and sick time hours.**

- a. Reported next page

**11. Fail to amortize capital assets with an individual value greater than \$5,000 and a life longer than 3 years.**

- a. The district doesn't have any assets with a value of both more than \$5000 and a life longer than 3 years.

**EL-6, 10**

**Report at each regular meeting, in summary form, the Executive Director's own working, banked, vacation, and sick time hours.**

- a. *Last Updated for Board Meeting on March 12, 2024.*
- b. Banked time is within policy.
- c. Vacation time will be used by the end of the operating year.
- d. Sick days are within policy.

PAY PERIOD	Apr 1-15, 2023	Apr 15-30, 2023	May 1-15, 2023	May 15-31, 2023	May 1-15, 2023	May 15-30, 2023	July 1-15, 2023	July 15-31, 2023	Aug 1-15, 2023	Aug 15-31, 2023	September 1-15, 2023	September 15-30, 2023	October 1-15, 2023	October 15-31, 2023	November 1-15, 2023	November 15-30, 2023	December 1-15, 2023	December 15-31, 2023	January 1-15, 2024	January 15-31, 2024
<b>OVERTIME HOURS</b>																				
Overtime Hours Previous Balance	29.125	27.125	24.125	26.125	30.625	25.375	21.375	25.875	16.875	12.375	12.375	17.375	19.5	17.5	15.5	32	35.25	30.25	30.25	28.75
Overtime Hours Regular	-2	-5	1	4.5	-5.25	-5.25	4.5	-9	-4.5	0	3.5	1.25	-2	-3	14.25	2.5	-5	0	-1.5	-1
Overtime Hours @ 1.5 Rate	0	2	1	0	1.25	0	0	0	0	1.5	0.875	0	1	2.25	0.75	0	0	0	0	0
<b>Overtime Hours New Balance</b>	<b>27.125</b>	<b>24.125</b>	<b>26.125</b>	<b>30.625</b>	<b>25.375</b>	<b>21.375</b>	<b>25.875</b>	<b>16.875</b>	<b>12.375</b>	<b>12.375</b>	<b>17.375</b>	<b>19.5</b>	<b>17.5</b>	<b>15.5</b>	<b>32</b>	<b>35.25</b>	<b>30.25</b>	<b>30.25</b>	<b>28.75</b>	<b>27.75</b>
<b>HOLIDAY HOURS</b>																				
Holiday Hours Previous Balance	0	187.5	187.5	187.5	187.5	187.5	172.5	142.5	142.5	142.5	97.5	90	90	90	75	71	71	71	56	48.5
Holiday Hours Used	0	0	0	0	0	-15	-30	0	0	-45	-7.5	0	0	-15	-4	0	0	-15	-7.5	-7.5
Holiday Hours Added	187.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Holiday Hours New Balance</b>	<b>187.5</b>	<b>187.5</b>	<b>187.5</b>	<b>187.5</b>	<b>187.5</b>	<b>172.5</b>	<b>142.5</b>	<b>142.5</b>	<b>142.5</b>	<b>97.5</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>75</b>	<b>71</b>	<b>71</b>	<b>71</b>	<b>56</b>	<b>48.5</b>	<b>41</b>
<b>SICK DAYS</b>																				
Sick Days Previous Balance	79.62	79.62	80.87	80.6	81.85	81.72	82.97	82.97	83.22	83.22	84.1	83.9	85.01	84.68	85.93	85.53	86.78	86.78	88.03	87.9
Sick Days Used	0	0	-0.27	0	-0.13	0	0	-1	0	-0.37	-0.2	-0.14	-0.33	0	-0.4	0	0	0	-0.13	-0.26
Sick Days Added	0	1.25	0	1.25	0	1.25	0	1.25	0	1.25	0	1.25	0	1.25	0	1.25	0	1.25	0	1.25
<b>Sick Days New Balance</b>	<b>79.62</b>	<b>80.87</b>	<b>80.6</b>	<b>81.85</b>	<b>81.72</b>	<b>82.97</b>	<b>82.97</b>	<b>83.22</b>	<b>83.22</b>	<b>84.1</b>	<b>83.9</b>	<b>85.01</b>	<b>84.68</b>	<b>85.93</b>	<b>85.53</b>	<b>86.78</b>	<b>86.78</b>	<b>88.03</b>	<b>87.9</b>	<b>88.89</b>

***With respect to actual ongoing condition of the District's financial health, the Executive Director shall not cause or allow the development of fiscal jeopardy or a material deviation away from actual expenditures authorized by the pre-established District priorities. Accordingly, the Executive Director shall not fail to:***

**PART 2**

- 1. *Fail to advise the Finance and Audit Committee or Chairperson of any significant or unexpected changes in the pattern of revenue and/or expenditure in an expedient manner.***
  - a. Links to financial reports are emailed to the Finance and Audit Committee monthly.
  - b. Financial reports are loaded to the Board's private web page for any Board member to review at any time.
  - c. Financial reports include:
    - i. A link to the current 3-column financial monitoring report.
    - ii. A link to the full monthly financial reports (balance sheet, income statement, account reconciliations, cheque log, general ledger).
  - d. A 3-column financial monitoring report is presented at each regular Board meeting. Any significant or unexpected changes are noted and explained.
  - e. Questions regarding financial reports are encouraged and welcome.
  
- 2. *Expend more funds than provided in the District budget(s) without prior approval of the Board.***
  - a. Budgets are prepared so revenues and expenses balance.
  - b. If a situation were to occur where the district would face a deficit situation the Board would be consulted, and nothing would proceed without approval.
  - c. Please see EL-5, 10.
  
- 3. *Use restricted funds for unauthorized or unintended purposes.***
  - a. The District does not have restricted funds. Where grant funds may be considered restricted, expenditures are pre-determined as part of the grant application and used/reported as planned, such as the funding received from SPRA.
  - b. Where the Balance Sheet Net Asset amount may be considered restricted, budgets are designed to be stand-alone for the operating year and do not use these reserves.
  
- 4. *Fail to meet payroll and debt obligations in a timely manner or allow the collection of accounts receivable to be undertaken in an untimely manner.***
  - a. Payroll and debt obligations are planned as part of the annual operating budget to ensure enough funds are available for use.
  - b. Payroll is handled by the Administration Centre, with all employees being paid on the 15<sup>th</sup> and last day of the month. This ensures wages are paid accurately, on schedule and with full legislative compliance.
  - c. Accounts receivable are rare, as the majority of District revenue comes from the SLTF and other grants.
  - d. When an invoice is required, it is generated from within the accounting system to ensure payment timelines are monitored and funds collected. Employees are prohibited from issuing invoices, which has been a problem in the past.

**5. Allow Saskatchewan Trust Grants or other grants to be overdue or inaccurately filed.**

- a. The schedule for the SLTF grant is:
  - i. September/October/November
    - 1. Strategic Planning Session.
    - 2. Operations Planning Session.
  - ii. November/December
    - 1. SLTF grant written.
  - iii. December
    - 1. SLTF grant sent to all Board members for review.
  - iv. January
    - 1. SLTF grant approved by email motion and submitted.
  - v. April
    - 1. The new operating year starts.
  - vi. May/June
    - 1. SLTF Follow-Up written.
  - vii. June
    - 1. AGM held.
    - 2. SLTF Follow-Up submitted.
  - viii. At all times, the submitted SLTF budget is used as the baseline guide for funds expended.
  - ix. Grants other than the SLTF are completed as soon as the program they are funding is complete.
  - x. Currently, nothing is overdue, nor inaccurately filed.



**EL-7 Asset Protection**

*The Executive Director will not operate without protecting the physical, financial, and intellectual assets of the organization. In particular, the Executive Director will not, without Board approval:*

1. *Operate without an annual Operational Plan that is aligned with the Strategic Plan.*
2. *Operate without adequate fire, theft, and liability insurance in effect.*
3. *Operate without the safekeeping of key legal and contractual financial documents.*
4. *Operate without procedures for the backing up and safekeeping of computer records.*
5. *Fail to Conduct an annual document restoration test for the backing up of computer records.*
6. *Make purchases without due consideration to cost, quality, warranty and after-purchase service, value for dollar spent, opportunity for fair competition and location.*
7. *Invest or hold excess funds in securities without the approval of the Board.*

<b>Board Members should ask themselves these Assessment Questions</b>	<b>Yes</b>	<b>No</b>
Is there adequate information to convince me that a reasonable interpretation of the policy has been made? <i>If NO, note questions you want to ask at the meeting.</i>		
Is there sufficient evidence to convince me that this limitation has not been contravened? <i>If NO, note questions you want to ask at the meeting.</i>		
Are there any risks that should be addressed for this EL? <i>If YES, note the risks you want to address at the meeting.</i>		

**Operations Monitoring Report for EL-7**

*Last Updated for Board Meeting on March 12, 2024.*

1. **Operate without an annual Operational Plan that is aligned with the Strategic Plan.**
  - a. District operations are developed through interpretation of the strategic plan.
  - b. The process for creating the annual Operations Plan is outlined in detail in EL-12.
  - c. Rationale for operational interpretation of strategic priorities is reported to the board through the Ends Monitoring Report.
  
2. **Operate without adequate fire, theft and liability insurance in effect.**
  - a. Insurance is renewed each December and finalized/paid January. The SWDCRS's coverage is with Aon Reed Stenhouse out of Regina, under the SPRA group program.
    - i. See 5-year coverage history, and current coverage summary, next 2 pages.
  - b. The districts are not happy with the service we receive from Aon during insurance renewal. The districts will be spending the next year investigating other options. For now, we remain with Aon.
  - c. Insurance coverage has increased.
  - d. Commercial General Liability
  - e. Abuse Liability
  - f. Directors and Officers Liability
    - i. New for 2023-2024, is the need for our own stand-alone D/O Liability coverage.
  - g. Property Insurance
  - h. Volunteer Accident
  - i. Extra Expense
    - i. Extra expense covers any additional expense incurred by South West District in the event of an insured loss. An example of this could be rental of office space, or leasing equipment, if needed during an emergency.
  - j. Cyber

	Coverage 2023-2024	Coverage 2022-2023	Coverage 2021-2022	Coverage 2020-2021	Coverage 2019-2020	Coverage 2018-2019
<b>DETAILS</b>						
Office contents (equipment that never leaves the offices)	\$ 19,625.00	\$ 19,189.00	\$ 22,837.00	\$ 29,177.00	\$ 35,562.00	\$ 30,905.00
Field Equipment (equipment that leaves the offices)	\$ 15,343.00	\$ 21,525.00	\$ 17,500.00	\$ 17,500.00	\$ 20,730.00	\$ 21,195.00
Tenants Improvements		\$ -	\$ -	\$ -	\$ -	\$ -
Commercial General Liability	\$ 5,000,000.00	\$ 2,000,000.00	\$ 5,000,000.00	\$ 5,000,000.00	\$ 5,000,000.00	\$ 5,000,000.00
Directors and Officers Liability (renews March)	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00
Participants Liability		\$ -	\$ -	\$ -	\$ -	\$ -
Employee/Volunteer Dishonesty						
-Employees or Board that handle money	4 people	4 people	4 people	4 people	6 people	6 people
-Class A	100000	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00
Volunteer Accident (board, games vol)	20 volunteers	20 volunteers	20 volunteers	20 volunteers	10 volunteers	N/A
-Accidental Death	25000	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ -
-Accidental Paralysis	\$50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ -
Legal Defense Expense		\$ -	\$ -	\$ -	\$ -	\$ 25,000.00
Extra Expense	\$50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Cyber Liability	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00
Abuse (new 2020, required)	\$1,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 20,000.00	\$ -	\$ -
<b>COSTS</b>						
	<b>Paid</b>	<b>Paid</b>	<b>Paid</b>	<b>Paid</b>	<b>Paid</b>	<b>Paid</b>
Commercial General Liability	\$3,074.00	\$ 3,334.76	\$ 2,973.30	\$ 2,915.00	\$ 2,120.00	\$ 3,021.00
-Fidelity, Employee/Volunteer Dishonesty	included above	included above	included above	included above	included above	included above
Property	\$884.04	\$ 908.42	\$ 749.66	\$ 740.39	\$ 841.03	\$ 797.75
Volunteer AD/D	\$42.40	\$ 40.00	\$ 35.00	\$ 35.00	\$ 16.55	\$ -
Cyber Liability	\$846.94	\$ 846.94	\$ 201.40	\$ 185.50	\$ 185.50	\$ 185.50
Directors and Officers Liability (new standalone 2024)	\$901.00					
TOTAL	\$ 5,748.38	\$ 5,130.12	\$ 3,959.36	\$ 3,875.89	\$ 3,163.08	\$ 4,004.25
	12.05%	29.57%	2.15%	22.54%	-21.01%	36.17%

2023-2024 Insurance Coverage Summary

Aon Reed Stenhouse  
2103 11th Avenue, 8th Floor  
Regina, SK S4P 3Z8



**Saskatchewan Parks & Recreation  
GROUP INSURANCE PROGRAM  
COVERAGE SUMMARY  
December 15, 2023 – December 15, 2024**

**Association: South West District for Culture Recreation and Sport Inc.**

Contact Name: Christie Saas

Contact Phone No.: 306-694-5525

Complete Address: PO Box 2234, STN Main, Moose Jaw, S6H 7W6

E-mail Address: christie@gosouthwest.ca

Commercial General Liability \$2,500 Deductible	\$5,000,000
Abuse Liability	\$1,000,000
Employee/Volunteer Dishonesty - \$100,000 *Including Volunteer Board Members  *Class A - employees that handle or have custody of money, securities or merchandise.	Class A Employees: 4
Property \$2,500 Deductible	Office: \$15,343 Field: \$19,625
Volunteer Accident  \$25,000 Accidental Death \$50,000 Accidental Dismemberment	Number of Volunteers: 20
Extra Expense	\$50,000
Cyber Liability	\$250,000

*\*PLEASE NOTE: These figures are based off the "Renewal Breakdown" you have previously provided. Should changes need to be made, please contact the office immediately.*



3. **Operate without the safekeeping of key legal and contractual financial documents.**
  - a. The transition of all historical HR files to digital storage is complete. Legal guidance was used during this transition.
  - b. The transition of all grant files to digital storage is complete.
  - c. Financial files are kept for 7 years, plus the current operating year, as per EL-4.
    - i. Hard copy financial files for years 1-7 have been relocated to the Crown Shred and Storage facilities in Regina.
    - ii. Hard copy financial files for the current year are in the ED's home office.
    - iii. The new storage service has an approximately 60% lower cost.
    - iv. The storage room used previously has been vacated.
  - d. Annual audit files are stored both digitally and hard copy.
  - e. The district will be adding hard copy files kept in permanent storage with Crown Shred and Storage, as follows:
    - i. One original hard copy of each annual audit.
    - ii. All historical signed board meeting minutes.
  
4. **Operate without procedures for the backing up and safekeeping of computer records.**
  - f. All digital files for all offices are stored on the cloud. If something happens to a computer, all files can be restored in the time it takes to purchase a new computer and the time it takes for the IT tech to become available.
    - i. Files on the cloud maintain for up to 500 versions.
  - g. We have 2 back-up systems.
    - i. All files are stored on SharePoint and One Drive, both locations are protected and encrypted by Microsoft.
    - ii. All these files are also backed-up cloud to cloud.
  - h. Anti-virus and back-ups are rolled into our Office 365 system, provided by EhOS IT Solutions in Regina. Office 365 is purchased through this provider to access discount pricing through Tech Soup Canada.
  - i. Sage 50 (Simply Accounting) data files are included with the daily back-up system.
  - j. Sage 50 (Simply Accounting) software files are cloud-based and can be downloaded from Sage at any time.
  - k. Full details on our software, tech support # and account # are included in the emergency list of accounts and passwords document.
  - l. The district uses a password manager for all offices. Software has been set up to allow for emergency access, if needed.
  
5. **Conduct an annual document restoration test for the backing up of computer records.**
  - m. Document restoration is conducted several times per year.
  - n. Our access for the secondary back-up is through our tech provider, EhOS IT Solutions in Regina. Should the owner of EhOS IT Solutions be unavailable, one of the other 3 employees at his company will support our needs.
  
6. **Make purchases without due consideration to cost, quality, warranty and after-purchase service, value for dollar spent, opportunity for fair competition and location.**
  - o. District funds are limited, so careful consideration is essential for making purchases that are affordable and quality. Generally, a common-sense approach is used to make purchases.
  - p. During the pandemic low-spending years, the district began paying for the development of data management system. This system is nearing completion and has been tested during the last year. Once final development payment is needed, then the cost will switch to maintenance.

- 7. Invest or hold excess funds in securities without the approval of the Board.**
  - q. The District's accumulated surplus is not held in securities. It is held in a normal savings account. This allows for easy access to funds between granting cycles. Should our accumulated surplus grow to six months or more of operating revenue, alternate savings options will be explored. We are nowhere near a six-month surplus.
  
- 8. Fail to diversify any investment portfolio to minimize risk and optimize liquidity and return.**
  - r. The SWDCRS does not have any investments.
  
- 9. Fail to design the investment strategy to assure the necessary cash flow.**
  - s. The SWDCRS does not have any investments.

**EL-8 Compensation and Benefits**

*With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the Executive Director shall not cause or allow jeopardy to fiscal integrity. The Executive Director shall not:*

1. *Change his or her, own compensation and benefits.*
2. *Promise, or allow any promise or implication of guaranteed employment.*
3. *Subject to current legislation, establish or change current compensation and/or benefits (including pensions) that deviate significantly from the geographic or professional market for the skills employed.*
4. *Create obligations over a longer term than revenues can be safely projected, and which are not subject to losses of revenue.*
5. *Cause unfunded liabilities to occur or unnecessarily commit the organization to benefits which incur unpredictable future costs.*
6. *Employ permanent staff members outside of the classifications and salary ranges approved by the board.*

<b>Board Members should ask themselves these Assessment Questions</b>	<b>Yes</b>	<b>No</b>
Is there adequate information to convince me that a reasonable interpretation of the policy has been made? <i>If NO, note questions you want to ask at the meeting.</i>		
Is there sufficient evidence to convince me that this limitation has not been contravened? <i>If NO, note questions you want to ask at the meeting.</i>		
Are there any risks that should be addressed for this EL? <i>If YES, note the risks you want to address at the meeting.</i>		

**Operations Monitoring Report for EL-8**

*Last Updated for Board Meeting on November 06, 2023.*

***The Executive Director shall not:***

1. ***Change his or her, own compensation, and benefits.***
  - a. The wage grid for the Executive Director is determined by the base wage of the entry level Community Consultant position. While I can't change my own compensation/benefits, I also can't change the compensation of my team. This is why the wage grid has been approved by the board each year.
  - b. The benefits package is pre-determined by the collective Globals bargaining groups and is administered by the Administration Centre.
  - c. The Admin Centre has added a mandatory Employee Family Assistance Program to the pension/benefits package.

***The Executive Director shall not:***

2. ***Promise, or allow any promise or implication of guaranteed employment.***
  - a. Employees are aware that employment is dependent on satisfactory performance of assigned work tasks (outlined in annual work plans) and maintaining funding levels.

***The Executive Director shall not:***

3. ***Subject to current legislation, establish or change current compensation and/or benefits (including pensions) that deviate significantly from the geographic or professional market for the skills employed.***
  - a. Last year's wage grid changes put us in better alignment with the changes made by the other districts.

- b. Currently, our starting wage for each position is higher than most districts, but our ending wage is about average.
- c. None of the districts pay wages that are anywhere near what the Globals pay for similar positions.

***The Executive Director shall not:***

- 4. ***Create obligations over a longer term than revenues can be safely projected, and which are not subject to losses of revenue.***
  - a. Employees are aware that employment is dependent on maintaining funding levels.
  - b. Pre-payments are made for storage rent, but always within a 12-18-month period, which is a reasonable obligation.
  - c. The only other obligations are for the lease of photocopier equipment in each office.

***The Executive Director shall not:***

- 5. ***Cause unfunded liabilities to occur or unnecessarily commit the organization to benefits which incur unpredictable future costs.***
  - a. Expenses and revenues are planned well in advance and monitored weekly.
  - b. Unfunded liabilities are unlikely unless a mistake is made.
  - c. Future costs are rarely unpredictable because the district follows a budget and monitors changes often.

***The Executive Director shall not:***

- 6. ***Employ staff members outside of the classifications and salary ranges approved by the board.***
  - a. This EL contradicts the suggestion Diane made at strategic planning that the board set only the Executive Director's wage.
  - b. Perhaps it is time to look at how the Globals, for example, set their wage grids.

**EL-9 Communication and Support to the Board**

*The Executive Director shall not permit the Board to be uninformed or unsupported in its work or:*

1. *Allow the Board to be without adequate information to support informed Board decisions, along with alternative choices and their respective implications.*
2. *Neglect to submit monitoring data required by the Board in a timely, accurate and understandable fashion, including explicit interpretations of the Board policies being monitored and evidence of compliance.*
3. *Let the Board be unaware of any actual or anticipated non-compliance with any Strategic Directions or Executive Limitations policy, regardless of the Board’s monitoring schedule.*
4. *Let the Board be unaware of any incidental information it requires, including, anticipated adverse media coverage, significant external and internal changes, or publicly visible external and internal changes or events.*
5. *Allow the Board to be unaware that, in the Executive Director’s opinion, the Board is not in compliance with its own Governance policies.*
6. *Present information in unnecessarily complex or lengthy form, or in a form that does not clearly differentiate among monitoring, decision preparation, and general incidental or other information.*
7. *Deal with the Board in a way that favours or privileges certain board members over others, except when (a) fulfilling individual requests for information; or, (b) responding to officers or committees duly authorized by the Board.*
8. *Neglect to supply for the board agenda all items delegated to the Executive Director, yet required by law, regulation or contract to be Board-approved, along with the applicable monitoring information.*
9. *Allow the Board to be without reasonable administrative support for board activities.*
10. *Fail to serve as an advisor to the board on policy issues which affect the District.*
11. *Operate without board indemnification and liability insurance.*
12. *Neglect to place copies of all Operational Policies, on the Board web page, for Board reference.*

<b>Board Members should ask themselves these Assessment Questions</b>	<b>Yes</b>	<b>No</b>
Is there adequate information to convince me that a reasonable interpretation of the policy has been made? <i>If NO, note questions you want to ask at the meeting.</i>		
Is there sufficient evidence to convince me that this limitation has not been contravened? <i>If NO, note questions you want to ask at the meeting.</i>		
Are there any risks that should be addressed for this EL? <i>If YES, note the risks you want to address at the meeting.</i>		

**Operations Monitoring Report for EL-9**

*Last Updated for Board Meeting on May 15, 2023.*

1. ***Allow the Board to be without adequate information to support informed Board decisions, along with alternative choices and their respective implications.***
  - a. Whenever possible, reference information is provided to the Board to help make informed decisions along with alternative choices and their respective implications.
  - b. The Ends Monitoring Report is provided during the year (skipping March and May, operations year transition) to provide details on how operations will meet the strategic priorities. The Ends Monitoring Report includes a SWOT section for each of the 6



priorities, to assist board members in their awareness of successes, challenges, and trends district clients are experiencing.

- c. The Executive Limitations Compliance Report explains how the Executive Director is meeting the limitations outlined by the Board. ELs are scheduled for review throughout the year.
  - d. The Executive Limitations Compliance Report provides a summary of the ED Time Sheet, to allow the board to monitor overtime, holiday time, and sick time for policy compliance.
  - e. Monthly financial reports provide a picture of how district budgets are progressing for the year and follow the reporting format in EL-6.
- 2. *Neglect to submit monitoring data required by the Board in a timely, accurate and understandable fashion, including explicit interpretations of the Board policies being monitored and evidence of compliance.***
- a. The full Board Reference Reading package is provided to the Board 14 days prior to regular Board meetings.
  - b. To help lighten the workload for the Board Chair, I am sending out reference reading and other items to the board.
- 3. *Let the Board be unaware of any actual or anticipated non-compliance with any Strategic Directions or Executive Limitations policy, regardless of the Board's monitoring schedule.***
- a. Programming has returned to in person but some of the virtual programming successes from the COVID years remain. This includes running the Grant Writing Workshop, Sponsorship Workshop, and Sport Medicine Workshops virtually.
  - b. A full programming calendar is offered.
  - c. The virtual workshops offered in partnership with other districts during the pandemic have been, for the most part, discontinued. While the online workshops enabled the South West District to run programming during COVID, the workshops have become too disconnected from the district's core purpose to support the development of culture/recreation/sport and become too much like recreation director programming. We have re-calibrated for the 23-24 operating year to get back to our core purpose of community engagement and client support.
  - d. Operations are compliant with strategic directions and executive limitations.
- 4. *Let the Board be unaware of any incidental information it requires, including anticipated adverse media coverage, significant external and internal changes, or publicly visible external and internal changes or events.***
- a. The staff team is currently experiencing some very negative criticisms from a former board member. The comments started from this person's experience volunteering for mission staff for the last half of the 2023 SK Games. The former board member has complained in two separate surveys, met with Brennen, insisting the Games program return to the way it was administered in years past, then met with me and was equally forceful in the request for a return to the way the Games program was in the past.
  - b. Most of this former board member's comments are based on a very limited observation of Team South West at the last half of the 2023 SK Games, and this has led to a long list of presumptions, which are simply not accurate.
  - c. This former board member has been away from the board for almost a decade, has not played a major role on our mission staff for almost as long, and appears to believe the Games program has remained unchanged during that time.
  - d. The staff team is currently redesigning the Team South West Games program. This was a natural fit with Anne's retirement and with the changes beginning at the SK Games Council. Our redesign of the Games program will take 2 full Games cycles to complete,

will include a focus on bringing in new volunteers (as per strategic priority), and a shift away from the partying/drinking elements of past mission staff.

- e. While it is normal to receive negative feedback, the comments received from this former board member suggest they are not merely trying to share their thoughts but indicate more of a demand to follow their instruction. We suspect this will extend to trying to engage current board members in ‘trash-talk’ conversations about the staff team and the Games program, as well as perhaps seeking out a public forum to air grievances, such as might happen at the AGM.
- f. There is no way to compel former board members to embrace the district’s growth plans or to expect they will treat the staff team respectfully. The situation is extremely frustrating and has been a moral killer for the staff team’s VERY hard work with the Games program this year.
- g. The district has a policy that requires members and residents to be treated in a way that shall not cause or allow conditions which are unfair, undignified, unhealthy, or unsafe. The district does not have a policy that requires board members to treat employees with the same regard.
- h. **BOARD ACTION NEEDED:** I am asking board members for support in 4 ways:
  - i. Actively support the staff team by refusing to engage in trash-talk conversations, even if they come from former board members under the guise of feedback.
  - ii. Actively support the staff team by redirecting feedback conversations to the staff team, as per governance board process, OR, bringing all questions to a board meeting for proper process discussion.
  - iii. Actively support the staff team by challenging anyone spreading misinformation and, rather, share that district programs are extremely well planned.
  - iv. Actively support the staff team by creating a policy to address the treatment of employees in the same manner that employees are expected to treat members and residents.

**5. *Allow the Board to be unaware that, in the Executive Director’s opinion, the Board is not in compliance with its own policies on Governance Process and Board-Staff Relationship.***

- a. Every effort is made to monitor the Board’s compliance with its own policies on Governance Process and Board-Staff Relationship. The Board’s understanding of the difference between operations and governance has given me the flexibility to handle operational matters and a procedure for handling suggestions from the Board.
- b. The board is only required to meet 4 times per year (Nov, Jan, Mar, May). This seems reasonable, but does not include the AGM (Jun), training (Aug), strategic planning (Sept), or email approvals.
- c. The board’s work is primarily strategy, risk management, and policy development. Including Governance Policy review as a standing item on each meeting agenda is a successful way for the board to comply with its own policy and role.
- d. Attendance logs were removed from reading packages several years ago by the Governance Committee. The board is not monitoring attendance for policy compliance.
  - i. **BOARD ACTION NEEDED:** How would the board like to monitor meeting attendance?

- e. I understand that now and then an individual board member might disagree with a board decision. The usual process to voice grievances, disagreements, or alternate views is within the board meeting discussion process. When an individual board member's actions contradict what is decided at the board meeting, it makes it very difficult if there are pieces of the board's decision that were assigned to me to work on. It also puts me in a very compromising situation where I either don't do the work assigned to me, or I am viewed as policing board members for not following governance process. This is a very difficult situation, and I would like the board to police its own members for policy compliance.
    - i. **BOARD ACTION NEEDED:** Will the board please develop a system for monitoring its own policy compliance.
- 6. Present information in unnecessarily complex or lengthy form, or in a form that does not clearly differentiate among monitoring, decision preparation, and general incidental or other information.**
- a. Every effort is made to keep reporting as succinctly as possible. However, sometimes the volume of material needed to be reviewed/approved at Board meetings (e.g., SLTF application or EL reports) can make the reporting package lengthy.
  - b. If board members have a suggestion on how to shorten reading packages, I ask that it be presented for discussion at the next meeting.
- 7. Deal with the Board in a way that favours or privileges certain Board members over others, except when (a) fulfilling individual requests for information; or, (b) responding to officers or committees duly authorized by the Board.**
- a. Communication to the Board is no longer structured such that all general communication is passed through the Chair and all Committee communication is cc'd to the Chair.
  - b. To help lighten the workload for the Board Chair, I am sending out reference reading and other items to the board.
  - c. Every effort is made to treat all board members the same.
- 8. Neglect to supply for the Board agenda all items delegated to the Executive Director, yet required by law, regulation, or contract to be Board-approved, along with the applicable monitoring information.**
- a. Agendas follow a pre-set format, drawing Board Business items from the Meeting Schedule (like a work plan) and items arising from the meeting evaluation.
  - b. Priority on the agenda is given to governance items first and operations monitoring second.
  - c. Board members' duties and responsibilities are summarized at the top of the agenda.
- 9. Allow the Board to be without reasonable administrative support for Board activities.**
- a. Board meeting reference reading is provided in digital format for every meeting.
  - b. Printed copies of the board reference reading package are discouraged but can be provided on request.
  - c. A Board-only web page provides agendas, minutes, and important governance documents.
  - d. The Executive Director prepares the meeting agenda by following the meeting schedule.
  - e. The Executive Director takes and prepares all minutes from board meetings.
  - f. Unfortunately, I am unable to provide access to operational tools like Survey Monkey or the email list. Anything needed in connection with these tools needs to go through me, as administrative support.

**10. Fail to serve as an advisor to the Board on policy and program issues which affect the services provided by the District.**

- a. Monitoring and compliance reports provide continued feedback on issues which affect the services provided by the District.

**11. Operate without Board indemnification and liability insurance.**

- a. The District insurance package includes Board indemnification and liability insurance.
- b. Our insurer informed us in December/January, that our coverage was NOT a full Directors & Officers liability policy. They suggested a stand-alone policy, which has been purchased, but was expensive.

**13. Neglect to place copies of all Operational Policies, on the Board web page, for Board reference.**

- a. Copies of Operations Policies are on the Board web page.

### **EL-10 Emergency Executive Succession**

To ensure the continuous coverage of executive duties for the ongoing operations of the District and support to the Board, the Executive Director shall not fail to provide the Board with a written Emergency Executive Succession Plan that will include:

1. A procedure for the appointment of an interim Executive Director sufficiently familiar with the programs and service of the District, to be able to take over program administration, based on the current Operational Plan, with reasonable proficiency until a permanent replacement can be found.
2. A full list of emergency contacts for bookkeeping, payroll, lawyer, human resources, computer technical support, Saskatchewan Corporate Registry, Canada Revenue Agency, and Saskatchewan Lotteries Trust Fund.
3. A calendar of job duties and dates.
4. A succession plan for short-term, long-term, and permanent replacement which includes:
  - a. Job description
  - b. Salary grid
  - c. Job posting
  - d. Interview questions
  - e. Reference-check questions

<b>Board Members should ask themselves these Assessment Questions</b>	<b>Yes</b>	<b>No</b>
Is there adequate information to convince me that a reasonable interpretation of the policy has been made? <i>If NO, note questions you want to ask at the meeting.</i>		
Is there sufficient evidence to convince me that this limitation has not been contravened? <i>If NO, note questions you want to ask at the meeting.</i>		
Are there any risks that should be addressed for this EL? <i>If YES, note the risks you want to address at the meeting.</i>		

### **Operations Monitoring Report for EL-10**

*Last Updated for Board Meeting on August 14, 2023.*

#### **1. Interim Executive Director**

- a. All District staff are well acquainted with the annual operations plan and the outputs required. They know and understand the work they are supposed to complete (within strategic priorities), the reporting that is required, and the regular meeting schedules. Overall, the staff team would be fine on their own for a month or so until a new Executive Director could be hired.
- b. Managing the accounts would require immediate assistance, so expenses are paid quickly and accurately. The emergency red binder in the admin office storage room provides a package of 50 manual cheques, to allow for bill payment without needing to know how to use the accounting software.
- c. Elizabeth Heatcoat is the staff person ready to step into the role of interim Executive Director in an emergency. Elizabeth can easily handle the day-to-day executive operations until a new Executive Director is hired. Elizabeth has extensive experience volunteering on policy governance boards and understands the working model. Elizabeth also has experience supervising employees.
- d. Elizabeth Heatcoat has been added as a signing authority for the district.
- e. If emergency executive support is needed from a fellow district, I recommend contacting (1<sup>st</sup>) South East, then (2<sup>nd</sup>) Parkland Valley, and last (3<sup>rd</sup>) Lakeland.

## 2. Contacts

- a. The emergency red binder in the admin office storage room provides a full list of emergency contacts. A digital version is available on the Executive Director's computer.
  - i. Emergency contacts for the Executive Director home office and admin storage room.
  - ii. A complete list of who owns the items in the admin office and storage room.
  - iii. A list of passwords.
  - iv. A spare set of keys and their uses, where applicable. Building access codes, not keys, are used in the storage room facility.
  - v. Building access codes, and their uses.
  - vi. Emergency contact details for:
    1. Bookkeeper
    2. Payroll office
    3. Lawyer, 2 contacts
    4. HR Support
    5. Computer technical support
    6. Corporations Branch
    7. Auditor and CRA Account Support
    8. Saskatchewan Lotteries Trust Fund, 2 contacts
    9. Conexus
    10. SaskTel
    11. Graphic Designer
    12. Photocopier Rep
- b. Links to Executive Director calendar of job duties and dates.
- c. Details of where items are located.

## 3. Calendar of Job Duties

- a. To protect the District from sudden loss of executive services, an Executive Director "How To" Manual has been developed and is updated quarterly. It is located on the Executive Director's computer.

## 4. Succession Plan

- a. To ensure fast hiring for a new Executive Director, a succession plan package has been developed and is available on the ED's OneDrive Cloud storage.

## 5. The Succession Plan package includes:

- a. Notes and timelines for the ad hoc hiring committee.
- b. Contact information for the HR Specialist the District uses for hiring.
- c. The old Executive Director job description, updated in 2007.
- d. A new suggested Executive Director job description, written 2021.
- e. Short form job advertisement.
- f. Long form advertisement (for the District web site).
- g. Questions to ask candidates at the interview.
- h. Questions to ask for reference checks.

## 6. Bookkeeping

- a. To protect the District from sudden loss of financial and accounting service, which the current Executive Director provides, the bookkeeper who helped to set-up our accounting system has agreed to step in to provide someone from her work team to provide temporary accounting.
- b. Her office can provide bookkeeping, bill payments, account reconciliations, and financial reports for the Board. They can also be hired to train the new Executive Director on how to use the accounting system.

**7. District Equipment**

- a. An emergency contact has been provided in the Executive Director's home office MOU, for the board to arrange to receive all District equipment.

**8. Emergency Access**

- a. To access the admin storage room or the District on-line computer system, the Board will need to provide:
  - i. Minutes from a board meeting, with quorum, requesting access from our tech company.
  - ii. 2 current board members, meeting in person, with each vendor.

**9. Home Office MOU**

- a. These items have been carried forward from the August 2022 board meeting, as there was no time to discuss.
- b. Details on my home office MOU are duplications of the home office policy that appears in the HR Manual.
- c. There is no need for duplication and only those portions that specifically pertain to my position should be noted in the MOU. However, the MOU is dated, and an update is needed.
- d. I would like to transition the ED home office MOU from a stand-alone document to being reported as part of this EL, excluding any duplications that appear in the HR Manual. This will make it easier to update/monitor the policy.
- e. If approved by the board, I will bring the draft changes to the next board meeting for review, OR simply add them to this EL, as the board prefers.
- f. **BOARD ACTION NEEDED:** Approval to import the non-duplication home office elements from the home office MOU into this EL.

**EL-11 Public Image**

*The Executive Director shall not endanger the District’s public image or credibility, particularly in ways that would hinder its ability to accomplish its mission.*

*Accordingly, the Executive Director shall not:*

1. *Permit presentations to be made to the media, membership or other stakeholders which portray negative overtones.*
2. *Fail to provide an annual audited report of the finances of the District to be provided at the Annual General Meeting.*
3. *Fail to provide an annual summary report on the activities of the District to be provided at the Annual General Meeting.*
4. *Fail to acknowledge or recognize membership concerns.*

<b>Board Members should ask themselves these Assessment Questions</b>	<b>Yes</b>	<b>No</b>
Is there adequate information to convince me that a reasonable interpretation of the policy has been made? <i>If NO, note questions you want to ask at the meeting.</i>		
Is there sufficient evidence to convince me that this limitation has not been contravened? <i>If NO, note questions you want to ask at the meeting.</i>		
Are there any risks that should be addressed for this EL? <i>If YES, note the risks you want to address at the meeting.</i>		

**Operations Monitoring Report for EL-11**

*Last Updated for Board Meeting on May 15, 2023.*

***The Executive Director shall not endanger the District’s public image or credibility, particularly in ways that would hinder its ability to accomplish its mission. Accordingly, the Executive Director shall not:***

1. ***Permit presentations to be made to the media, membership or other stakeholders which portray negative overtones.***
  - a. A positive message is the underlying tone of all promotional materials and content and is reflected in policy.
  - b. Presentations include District branding, are professionally designed, include our Treaty 4 recognition, and follow a practiced script.
  - c. The District web site has been developed to be easily printed to provide as handouts for presentation. This ensures messaging is consistent and content can easily be found/recognized by stakeholders.
2. ***Fail to provide an annual audited report of the finances of the District to be provided at the Annual General Meeting.***
  - a. The financial files for the completed fiscal year are provided to the auditor approximately 10 days after year end.
  - b. The auditor and Executive Director communicate back and forth until the final version of the audit is acceptable.
    - The Finance and Audit Committee monitors the email conversations, as a risk management process.
  - c. The audited financial statements are given first to the board of directors, to be approved.
  - d. The audit is then provided to the membership and staff at the AGM.



- e. The audit is then provided to the District's major funder, the Saskatchewan Lotteries Trust Fund, as part of the annual follow-up report.
  - f. The audit is then posted on the District's web site for anyone to review.
  - g. Finally, the audit is submitted to the Saskatchewan Corporations Branch as part of the District's annual return.
- 3. *Fail to provide an annual summary report on the activities of the District to be provided at the Annual General Meeting.***
- a. An Annual Summary Report is prepared and presented at each AGM and posted on the web site for reference.
  - b. This year's summary will carefully address some of the misinformation being shared by the former board member, as explained in EL-9,#4.
- 4. *Fail to acknowledge or recognize membership concerns.***
- a. Membership needs are the foundation of District work. Any concerns are dealt with immediately.
  - b. District staff continually monitor membership needs through evaluations and community engagement.
    - Operations plan corrections are ongoing and made when necessary.
    - Additional programming is added when needed and budget will allow.

**EL-12 Information Management**

*The Executive Director shall not fail to develop and maintain effective information systems that assist the Board in effectively carrying out and evaluating District priorities. Accordingly, the Executive Director shall not permit system development which does not include systematic tracking of District initiatives and desired outcomes/ends.*

<b>Board Members should ask themselves these Assessment Questions</b>	<b>Yes</b>	<b>No</b>
Is there adequate information to convince me that a reasonable interpretation of the policy has been made? <i>If NO, note questions you want to ask at the meeting.</i>		
Is there sufficient evidence to convince me that this limitation has not been contravened? <i>If NO, note questions you want to ask at the meeting.</i>		
Are there any risks that should be addressed for this EL? <i>If YES, note the risks you want to address at the meeting.</i>		

**Operations Monitoring Report for EL-12**

*Last Updated for Board Meeting on January 16, 2024.*

The following is a step-by-step summary of the development through to evaluation of district initiatives and outcomes. This process is still very much the process we follow today. There are only minor changes.

1. The Board sets the **Strategic Plan** annually, using:
  - a. A facilitator for the strategic planning session.
  - b. The previous year's SLTF Follow-Up Report.
  - c. Reports provided by the Executive Director at each meeting.
  - d. The required priorities and outcomes are determined by the SLTF.
  - e. Additional outcomes as determined at the planning meeting.
  
2. The Executive Director, in partnership with the staff team, interprets the Strategic Plan and develops the list of programs and services to be offered during the operating year.
  - a. This list of programs and services is recorded in the **Operational Plan** and **Annual Budget**.
  
3. The Executive Director, with approval from the Board, submits the **SLTF Annual Funding Application**.
  
4. The Executive Director develops the minimum required outputs for each program and service to be offered.
  - a. This list of minimum required outputs is also recorded in the Operational Plan.
  - b. Outputs are the bare minimum an employee must achieve to complete their job to a satisfactory standard and are tied to measurements outlined in the SLTF Measurement Framework.
  - c. Employees are encouraged to exceed the bare-minimum outputs to complete their jobs to a higher standard.
  
5. The Executive Director delegates areas of the Operational Plan to the staff team.
  - a. This is recorded in the **Individual Work Plans**.

6. The Executive Director, with input from the staff team, creates the evaluation and data collection methods and requirements for all programs and services.
  - a. This is recorded in the **Key Activity Report, data base, and consultations log.**
7. The Executive Director and the staff team deliver all programs and services for the year.
  - a. The Board can stay informed of all programs and services by signing up for the District e-newsletter.
8. The Executive Director and staff team report, to each other at monthly staff meetings, the progress of all programs and services using a shared reporting document.
9. The Executive Director and the staff team evaluate, and **collect data** for, all programs and services throughout the year.
  - a. Report data is collected using a custom designed data collection tool, designed by our tech company, EhOS IT Solutions.
10. The Executive Director interprets data collected and provides **End Monitoring Report** at each full board meeting, which serves as the Executive Director annual evaluation tool, modelled on the Carver Policy Governance format.
  - a. To better support strategic planning, the Ends Monitoring Report provides environmental scan and SWOT data.
  - b. A full Ends Monitoring is reported after year end.
11. The Executive Director evaluates each member of the staff team and how well they've completed their Individual Work Plans, using:
  - a. Completion of the Individual Work Plans and final Work Plan Report
  - b. Key Activity Reports
  - c. One-on-one discussion with each employee prior to preparing the written evaluation.
12. The Executive Director collects and summarizes all program and service evaluations and data for the year, using:
  - a. The **SLTF Follow-Up Report** and Measurement Framework.
13. The Executive Director submits the **SLTF Annual Funding Follow-Up Report.**
  - a. The Board reviews the Annual Follow-Up Report to learn the data needed for the next strategic planning. This is a critical step for the Board to stay in touch with needs/trends/issues of our clients over the previous year.
14. This whole process takes 18 months.

**EL-13 Partnerships**

*The Executive Director shall not fail to seek out and develop appropriate partnerships and encourage community involvement and ownership in the District initiatives, and to maximize efficiency and effectiveness in the use of all resources. Accordingly, the Executive Director shall not:*

1. *Develop collaborative relationships with organizations whose practices are incompatible with the vision, mission, philosophies or the goals and objectives of the District.*

<b>Board Members should ask themselves these Assessment Questions</b>	<b>Yes</b>	<b>No</b>
Is there adequate information to convince me that a reasonable interpretation of the policy has been made? <i>If NO, note questions you want to ask at the meeting.</i>		
Is there sufficient evidence to convince me that this limitation has not been contravened? <i>If NO, note questions you want to ask at the meeting.</i>		
Are there any risks that should be addressed for this EL? <i>If YES, note the risks you want to address at the meeting.</i>		

**Operations Monitoring Report for EL-13**

*Last Updated for Board Meeting on November 06, 2023.*

***The Executive Director shall not fail to seek out and develop appropriate partnerships and encourage community involvement and ownership in the District initiatives, and to maximize efficiency and effectiveness in the use of all resources. Accordingly, the Executive Director shall not:***

1. ***Develop collaborative relationships with organizations whose practices are incompatible with the vision, mission, philosophies or the goals and objectives of the District.***

The District's main partnerships are with communities and community sport/culture/recreation groups.

- a. This provides a strong link to communities and their needs.
- b. It also ensures partnerships remain compatible with the vision/mission/goals of the SWDCRS.

The District is partnering less frequently with the other districts since April 2023.

- a. The alignment with strategic priorities shifted during COVID and we wanted to sharpen our focus.
- b. Other districts have surprisingly different operating models, which make it hard to see meaningful outputs or collect meaningful data.

Partnership stats are reported at year-end.

**EL-14 Conflict of Interest**

A conflict of interest exists when a member’s personal or financial interest conflicts with the duties and responsibilities of their position and the obligations they owe to their organization. The Executive Director shall not engage in activities that create a conflict of interest, whether potential or actual.

Activities which create a conflict of interest include but are not limited to:

1. Engaging in any commercial transaction with or conferring any financial or commercial benefit on a member’s immediate family or close personal friends.
2. Using facilities, supplies or resources for privately undertaken work or paid work.
3. Accepting gifts (other than minor gifts as token courtesies) from individuals or organizations which are associated with the activities of the member’s organization.

However, where there has been full disclosure and approval of an activity has been sought and received from the Board, or from the person with the authority to grant such approval, the activity may be deemed not to be a conflict of interest.

<b>Board Members should ask themselves these Assessment Questions</b>	<b>Yes</b>	<b>No</b>
Is there adequate information to convince me that a reasonable interpretation of the policy has been made? <i>If NO, note questions you want to ask at the meeting.</i>		
Is there sufficient evidence to convince me that this limitation has not been contravened? <i>If NO, note questions you want to ask at the meeting.</i>		
Are there any risks that should be addressed for this EL? <i>If YES, note the risks you want to address at the meeting.</i>		

**Operations Monitoring Report for EL-14**

*Last Updated for Board Meeting on March 12, 2024.*

***A conflict of interest exists when a member’s personal or financial interest conflicts with the duties and responsibilities of their position and the obligations they owe to their organization. The Executive Director shall not engage in activities that create a conflict of interest, whether potential or actual. Activities which create a conflict of interest include but are not limited to:***

1. ***Engaging in any commercial transaction with, or conferring any financial or commercial benefit on a member’s immediate family or close personal friends***
  - a. Human Resource policy prevents District employees from holding a private contract with the District in addition to regular employment.
    - We don’t hire ourselves to do contract work.
  - b. The rental agreement for all District offices might be perceived as a conflict of interest because all offices are in the employees’ homes.
    - Rental rates are consistent with other districts.
    - Rent is paid through the Administration Centre to ensure accurate tax remittance and reporting to CRA.
    - Home offices have become very common and are unlikely to be perceived as a conflict of interest.
    - Most districts have switched to a home office model.

- c. The district does, on occasion, hire an employee's immediate family member for a term position.
    - Past examples include hiring a child/niece/nephew as a summer student. The district has not employed summer students for many years.
  - d. To my knowledge, the SWDCRS has not ever hired a close personal friend of an employee.
- 2. Using facilities, supplies or resources for privately undertaken work or paid work.**
- a. The space limitations of home offices means that district's employees may use elements of their work computer stations as their personal computer stations, or the reverse, use elements of personal computer stations as their work computer stations. (computer, keyboard, mouse, monitor, webcam, desk, chair)
  - b. It would be unreasonable to ask an employee to maintain an office with 2 monitors, 2 keyboards, 2 mice, 2 webcams, etc.
  - c. District supplies and resources are kept separate from personal supplies and resources.
- 3. Accepting gifts (other than minor gifts as token courtesies) from individuals or organizations which are associated with the activities of the member's organization.**
- a. Gifts are rare.
  - b. District staff sometimes receive a Christmas gift from our computer tech. Gifts are modest and do not influence purchasing or programming decisions.
  - c. The district does, in a few instances, give gifts other than those to employees or board members. Gifts are modest and are used to recognize working relationships where the vendor has provided significantly more than normal services for the district (tech company, graphic designer) or where we are trying to retain a difficult working relationship (SPRA field consultant).
  - d. The gift cards the district gives to the staff team each December are low, \$100. I feel it is time for the board to increase this amount. **BOARD ACTION REQUIRED. Set a new employee gift amount or set a meeting when a new employee gift amount will be reviewed.**