

2019



Board Manual

Montreal Lake Cree Nation Sport, Culture & Recrea

1. Governance

Purpose

Montreal Lake Sports, Culture & Recreation shall operate to promote health and wellness of Band members by providing access to recreation and sporting activities. The focus of the organization is to provide a wide range of activities that will integrate traditional values to enhance the physical, spiritual, emotional and mental well-being, which will provide a safe and meaningful environment for members.

Vision

All community members thrive through participation in diverse opportunities. Sport, culture and recreation programming instills values, pride, and respect for one another. Our organization creates a foundation for a safe and healthy community.

Mission

We work together to provide sport, culture and recreation program opportunities that raises strong young people and plants seeds of confidence, commitment and respect in all community members. We promote transparency, accountability and fairness in all that we do.

Evaluation

The Board will evaluate its effectiveness on an annual basis and make any appropriate changes to organizational structure and policies.

Board Members

The Board uses an operational model where the Board provides direction and develops policy and individual Board members assist with administrative functions.

Composition

- a. The Board shall consist of eight (8) regular members.
- b. Elder Membership shall be granted to those persons whose service, assistance or interest justify a position on the Board. The Elder is included in the determination of quorum; and to provide input and feedback on Board discussions and decisions. The Elder member will be identified as either voting or non-voting (advisory) status.
- c. The Chief, or their designate (Councilor), is an ex-officio member of the Board, this position does not have a vote in Board motions.
- d. Board Members shall serve on the Board for 3 year terms. Board members can serve consecutive terms. The Board shall never consist of all incoming members. Terms shall be appointed on a staggered basis.
- e. Board Members shall be appointed to the Board by:
 - i. A letter of intent submitted to the current Board.
 - ii. The Board will select members by motion of the Board.
 - iii. Board members must be a member of Montreal Lake First Nation in good standing.

- iv. Selected members must submit a CPIC.
- v. Board positions will be filled upon completion of the member's term, or as needed if vacancies occur.

Responsibilities

Board members are responsible for:

- a. Understanding the benefits of sport, culture and recreation to the community.
- b. Accepting and sharing the Board's vision, mission and values.
- c. Willingness to give freely of time, energy and personal skill sets.
- d. Cooperation with others and a readiness to fully participate in the decision making process of the Board.
- e. Provision of input into planning.
- f. Representing the organization in a positive fashion through public relations.
- g. Recognizing and/or declaring potential conflicts of interest.
- h. Acting in a professional, ethical manner.
- i. Understanding and supporting all policies, procedures, bylaws and agreements that provides Governance and direction for the Board and its members.
- j. Serving on special committees as assigned.
- k. Striving to observe, monitor and improve in all the Boards operations.
- l. Sharing your personal passion for sport, culture and recreation and the community through service on the Board.

Role of Officers

Officers of the Board shall be voted upon annually and consist of:

Ex-Officio

The Portfolio Councilor for Recreation shall:

- Serve as ex-officio to the Board and liaise between the Board, Chief and Council and membership.
- Oversee all activities of the organization.
- Presenting the annual financial statements to the Chief and Council.

Board Chair

The Board chair:

- Is the spokesperson for the organization, consistent with Board policy and direction of the organization.
- Chairs all Board meetings; and ensures they are conducted efficiently and effectively.
- Manages the activities of the Board and ensures that the Board follows the organization's policies.
- Ensures that the Board has the information and opportunity necessary to come to informed decisions.
- Sets the agenda in consultation with the staff and other Board members, where appropriate.

- Establishes the schedule for meetings.
- Ensures that items upon which discussion is deferred, are revisited within the appropriate time period.

Vice Chair

The Vice Chair assumes the duties of the Chair during his/her absence and will perform other duties prescribed from time to time by the Board.

Secretary

The Secretary ensures that minutes of meeting of the Board and members are accurately kept and filed in accordance with statute or regulation and will perform other duties prescribed from time to time by the Board. The Board may delegate the roles of the Secretary to a staff member if deemed appropriate.

Treasurer

The Treasurer is responsible for working with appropriate staff to generate financial detail needed by the Board.

- Ensuring that the financial records are updated and maintained
- Ensuring the preparation of monthly financial statements
- Presenting financial statements to the Board
- Ensuring the preparation and monitoring of the annual budget

Meetings & Quorum

- a. The Board shall meet regularly, at least once each month. Special meetings of the Board in advance of programs or events may be called on 24 hours' notice by the Chair.
- b. Quorum shall consist of five (5) members in good standing. Each member, including the Chairperson and Elders shall have one vote on any question. The Chairperson shall only vote in instances of a tie.
- c. The Board may appoint sub committees to deal with any special matter under the jurisdiction of the Board.

Board Limitations

- a. The Board may not proceed with any long term or large financial commitment without first having the plan or agreement approved by Chief and Council.

Conflict of Interest

It is important that our practices and decisions avoid any appearance which may raise concerns about the organizations reputation or integrity.

Conflict of interest situations may include, but are not limited to:

When,

- a. The organization has business or financial dealings with a Board member, volunteer* or staff member individually or other business enterprise of which the Board member, volunteer or staff member, or a member of his/her family* is involved in.
- b. A financial request is made by a Board member, volunteer or staff member, or a member of his/her family.

- c. Members, including staff, will be asked to verbally declare conflict of interest. The minutes of the meeting will reflect declared conflicts. If the member is unsure, he/she will ask for clarification and the chair will determine if there is a real or perceived conflict. When there is a conflict, the member will refrain from all discussion on the subject and abstain from voting.
- d. Decisions of the Board requiring a vote will only be voted upon by voting members, as identified in the organization bylaws.

**Volunteer includes any person serving voluntarily on a committee with Board-delegated powers or in any other capacity that might give rise to a conflict of interest.*

**Family includes spouse or partner, children, grandchildren, parents or grandparents, siblings (and their immediate families), as well as any member of the extended family living under the same roof.*

Confidentiality

- a. Board members and staff are required at all times to respect the confidentiality of personal circumstances of funding applicants; and/or incidents involving program participants.
- b. Board members are required to hold in strictest confidence all matters dealt with by the Board during in-camera meetings and matters relating to personnel and property.
- c. All Board members will sign and date an Oath of Confidentiality / Code of Conduct; and Social Media Usage Contract.
- d. A Board member may be asked to resign from the Board if they breach confidentiality.

Removal

Board members may be removed from the Board if one or more of the following occur:

- Failure to attend three (3) consecutive meetings without good reasoning.
- Breach of confidentiality.
- Chronic interference in day to day operations.
- Misconduct.

Removal may occur immediately by a 2/3 affirmative vote by the Board.

Risk Management

The Board of Directors is responsible to ensure:

- a. Governance practices are updated and adhered to.
- b. Adequate insurance provisions are in place to protect the organization and Board from potential liabilities.
- c. Policies are respected in actual practice.
- d. Adequate contingency plans are in place against reasonably anticipated crises.

Insurance

The Board will annually review the level and type of insurance and make recommendations whether adequate insurance provisions are in place to protect the organization and the Board from potential liabilities.

Insurance Policy:		Policy #:	
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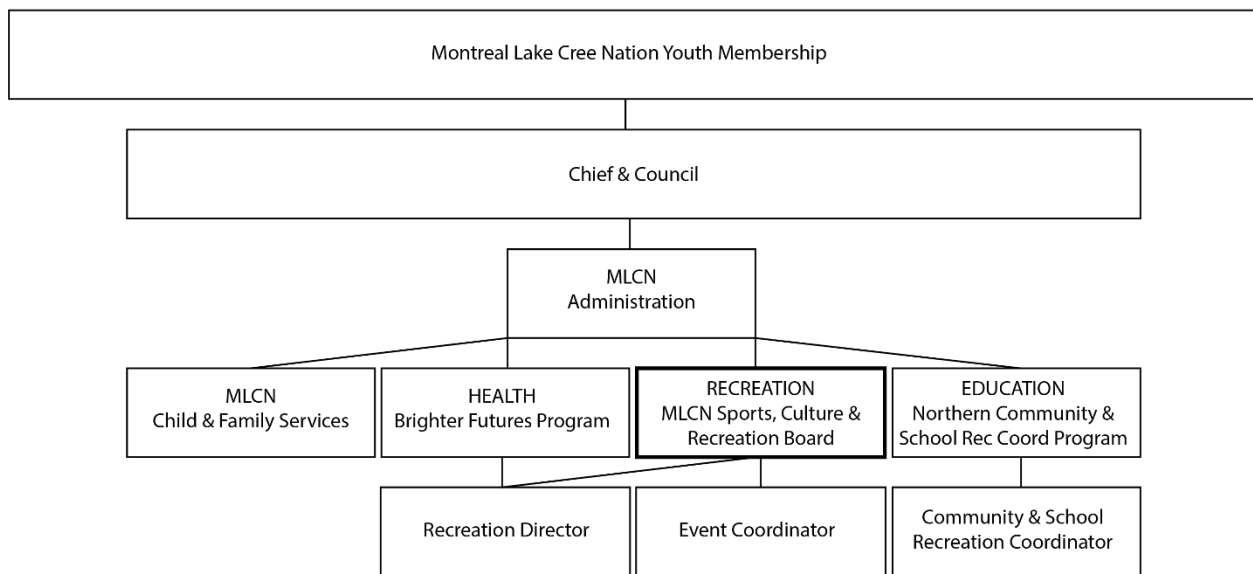
Organization Development

The guiding documents of the organization will be reviewed every 3-5 years or when there is a significant change in governance.

Board Manual Developed:	January 10, 2019	Next Review:	2022
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Organizational Chart

The role of community organizations and programs in the delivery of sport, culture and recreation in Montreal Lake Cree Nation.



2. Financial Administration

FINANCES

The organizations financial affairs will be conducted in a responsible manner. All revenues will be used to support the purposes and programs of the organizations mandate. Financial management, including all record keeping, monitoring and reporting of the organizations financial situation is the responsibility of the staff, with support from the Treasurer (bookkeeper).

The fiscal year of MLCN Sport, Culture & Recreation shall be April 1st to March 31st.

Authorization

- a. All financial commitments must be approved through a motion of the Board (see Budget).
- b. A maximum of five Board members are authorized to sign cheques, one of which is the Ex Officio member.
- c. Cheque requisitions must be signed by two authorized Board members.
- d. Two signatures, one of which is the Ex Officio member, are required on all cheques, banking documents, legal documents and funding agreements approved by the Board.
- e. The Director (or Event Coordinator) and Ex Officio, with support from the Treasurer review all invoices for payment and monitor that expenses fall within budget.
- f. All payments must be approved through a motion of the Board, if not prior to, then at the following meeting.
- g. The Board must pre-approve any single payment that is over \$1,000 through a Board motion.

Budget

- a. Planning and preparation for the MLCN Sports, Culture & Rec and the Annual Fish Derby budget will take place annually at the April meeting following the Fish Derby.
- b. Preparation will include a review of previous year expenses, upcoming funding needs, and available resources.
- c. The Board will collectively set and approve the budget for the upcoming year. Funds will be allocated according to priorities identified by the Board (see Investment Priorities).
- d. The budget will be monitored through the review of the monthly financial reports.

Reporting

MLCN Sports, Culture & Rec and the Annual Fish Derby financial and operational details will be tracked and reported separately.

Financial Reports

Monthly financial reports will be prepared by the respective Director / Event Coordinator, with support from the Treasurer. The reports will disclose the amount of revenues and expenses each month and total to-date.

Program Reports

Monthly written program reports will accompany the financial reports. Program reports will provide details on the results and recommendations from past programs; and upcoming program opportunities.

Reports will be presented to the Board at each meeting, as well as, to Chief and Council by the Ex-Officio.

Annual Report

- a. An annual program and financial reports for the MLCN Sports, Culture and Rec and the Annual Fish Derby will be prepared by the respective Director / Event Coordinator and presented to the Board; and Chief and Council at the annual band assembly.
- b. Annual reports will be presented by March 31st each year.

Reimbursement

Approved expenses will be reimbursed at the following rates:

TRAVEL / MEETING RELATED EXPENSES	RATE	PER (day, KM, Night)
Mileage	\$0.45	KM
Meals	\$50	Day (over 4hrs)
	\$30	Day (under 4hrs)
Accommodation	Receipts	
Meeting Per Diem (effective April 1, 2019)	\$75	Day

Meeting Per Diem

- a. Per diems will be provided at each full day meeting of the Board.
- b. All voting members of the Board will be eligible to receive per diem.

3. Operations

Fundraising - Annual Fish Derby

The Montreal Lake Fish Derby is the primary source of annual operating funds for MLCN Sports, Culture & Recreation. As such, it is important for revenue generated by this event to be allocated primarily to programs and activities that directly impact and benefit the community.

Administrative Expenses

Administrative expenses are to be kept to a minimum. The Board recognizes the following administrative expenses are required to organize a successful event. Any expenses beyond the scope of this list must be approved by the Board.

- Event Coordinator wage
- Meeting per diem for Board members
- Advertising and promotion
- Equipment and supplies
- Fuel
- Site preparation and maintenance
- Event workers (see table)

Job Category	Rate
Event Coordinator	Winter Fish Derby – Contracted based on budget Summer Fish Derby – Contracted based on budget Other Duties – Contracted based on budget
Derby Workers (site prep, security, hole drillers, registration workers, cooks, etc.)	\$ 150 / day
Short Day Workers	\$ 75 / day
Contractor (weighmaster and crew)	\$ 2,000 per derby

Investment Priorities

The Board recognizes the rising costs of providing sport, culture and recreation program opportunities for the community. As such, the Board will prioritize a portion of revenue generated annually to be placed into a long term investment (endowment fund).

The goal is to establish long-term stable funding for the organization. When the investment reaches a significant amount - the money will make money. When this occurs, interest from the investment will be allocated to the annual budget and the principal amount will remain intact and continue to grow.

Annual Fish Derby Profits

25% of PROFIT to MLCN Sport, Culture & Recreation Endowment Fund (Long Term Invest.)

75% of PROFIT to MLCN Sport, Culture and Recreation

MLCN Sport, Culture and Recreation Programs 60%

60% of the funds will be allocated for annual program operations. Within this budget an amount will be reserved for MLCN member assistance (see Member Assistance Grant for Sport, Culture & Recreation).

Urban Sport, Culture & Recreation Programs 10%

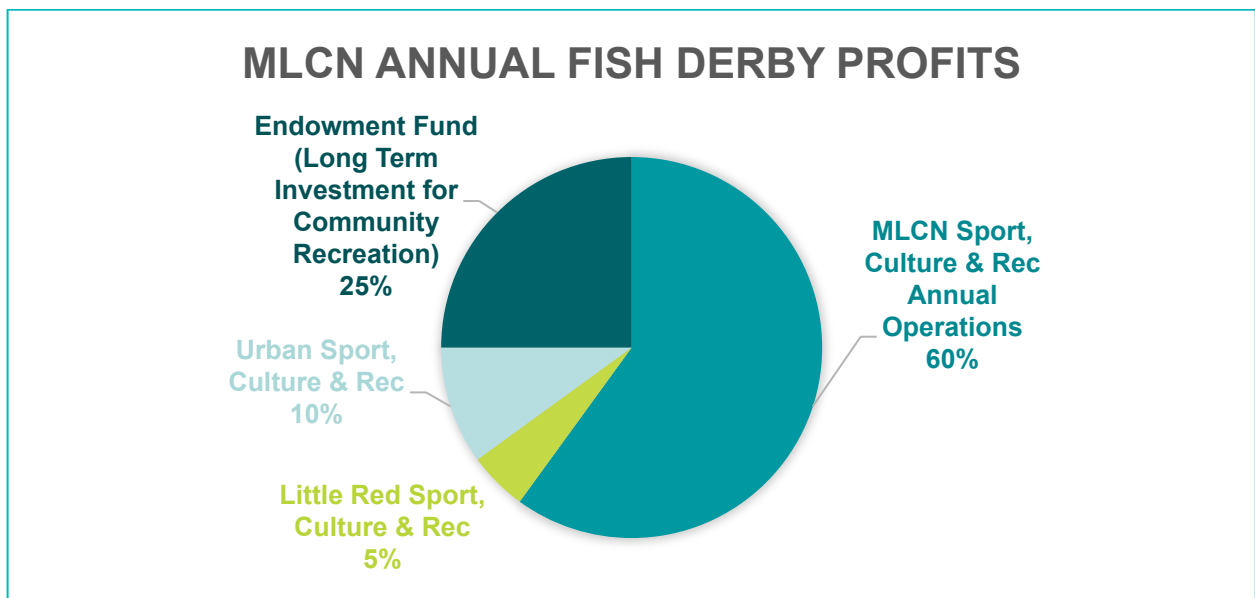
Urban membership will receive a lump sum of 10% of profits generated from the fundraiser. All requests for sport, culture & recreation participation assistance from urban members will be directed to access these funds through the urban office staff. An Annual Report of funds spent must be provided back to the MLCN Sport, Culture & Recreation Board.

Little Red Sport Culture & Recreation Programs 5%

Little Red membership will receive a lump sum of 5% of profits generated from the fundraiser. All requests for sport, culture & recreation participation assistance from Little Red members will be directed to access these funds through the Little Red Band Office. An Annual Report of funds spent must be provided back to the MLCN Sport, Culture & Recreation Board.

Annual Fish Derby 50/50 Profits

100% MLCN Education Initiatives and Programs



SAMPLE Profit Breakdown

MLCN Annual Fish Derby Profit	\$100,000
MLCN Sport, Culture & Rec	(\$60,000)
Endowment Fund	(\$25,000)
Urban Sport, Culture & Rec	(\$10,000)
Little Red Sport, Culture & Rec	(\$5,000)

Member Assistance Grant for Sport, Culture & Recreation

MLCN members may request financial assistance for participation in sport, culture and recreation programs and activities through the Member Assistance Grant. Funding is limited, therefore, members with financial barriers that prevent them from participating in sport, culture and recreation programs will be prioritized.

All members requesting assistance must complete an application form. Applications will be reviewed and approved by the Board at each meeting.

Application Form & Criteria

- a. Eligible applicants must be MLCN registered band members living on reserve; 17 years and under; and enrolled in school. Note: Urban and Little Red members must apply to their respective committees.
- b. Member Assistance Grants will be reviewed and approved to a maximum of \$500 per applicant per year.
- c. Athletes participating in high performance sports (including urban and Little Red members) may be eligible to receive additional assistance from the Member Assistance Grant on a case by case basis and based on budget availability. Examples of high performance include participation on regional; provincial and national teams (ie: NAHC; NAIG; AA; AAA).
- d. Applications will be approved pending budget availability.

Legacy

Partnerships

Partnerships are key to the positive growth and development of any community. The programs and initiatives of MLCN Sport, Culture and Recreation are designed to establish and maintain partnerships at the local level and beyond. Positive program experiences become the common goal for organizations to

rally around and support. Once partnerships are established – additional opportunities and resources become available.

Capital Projects

As long term investments grow, the Board will review priorities for capital projects to enhance sport, culture and recreation in the community. This may include contributions to the construction of a youth centre, splash park, skate park, as well as, upgrades to existing recreation infrastructure.

Appendix 1

MLCN SPORT, CULTURE & RECREATION

Oath of Confidentiality and Code of Conduct

All Board Members and Staff will sign this document at the beginning of their term of office/employment. This document will be kept on file, and maintained for at least one (1) year following the completion of term of office. Any violation of this Oath of Office and Code of Conduct should be reported to the Board in writing.

As a Board Member / Staff of the MLCN Sports, Culture & Recreation organization, I swear to uphold the Oath of Office and high standards of accountability by:

- a. Exercising powers of the office and fulfill responsibilities in good faith and best interests of the organization;
- b. Respecting and supporting the organizations bylaws, policies, code of conduct and decisions of the Board;
- c. Keeping confidential all information learned about donors, staff, community members or any other matters specifically determined by a Board motion to be matters of confidence, including matters dealt with during in-camera meetings of the Board;
- d. Maintaining respect for the collective decisions of the Board and immediately declare any personal (real or perceived) conflict of interest that may come to my attention;
- e. Demonstrating respect for individuals in all areas related to cultural, diversity, and life circumstances;
- f. Giving respect and fair consideration to opposing views;
- g. Demonstrating dedication in preparation for and attendance at meetings, events and activities on behalf of the organization;
- h. Ensuring that the financial affairs of the organization are conducted in a responsible and transparent manner.

Furthermore, as a member of the Board of Directors, I will not:

- a. Criticize fellow Board Members, or their opinions, outside of the Board Room;
- b. Use the organization, or my position, for my personal advantage or that of my friends, relatives or associates;
- c. Discuss the confidential proceedings of the Board outside of the Board Room;
- d. Promise how I will vote on an issue before hearing becoming fully informed on issues;
- e. Interfere with the duties of staff, or undermine the authority of the employee's ability to perform duties.
- f. Speak for, or on behalf of, the organization unless specifically authorized to do so, and this includes making statements on social media.

I, _____ (print name), swear that I will faithfully and honestly uphold the above-stated policy of confidentiality and conduct.

Signature

Date

Appendix 2

MLCN SPORT, CULTURE & RECREATION

2019 Board Members

Name	Phone	Email	Term	Expiry	Position
Dean Henderson	306-961-1673	dean-henderson@live.ca			Ex-Officio
Harry Halkett	306-981-5446				Elder
Noland Henderson	306-961-5077	edhenderson@sasktel.net			Elder Advisor
Roger I Bird	306-961-8038	mile11towing@sasktel.net	1 st year	Mar. 31, 2022	Chairperson
Judy Bird	306-980-6681	wchc.jbird@sasktel.net	2 nd year	Mar. 31, 2021	
Tracy Bird			3 rd year	Mar. 31, 2020	Treasurer
Dean Kingfisher	306-961-8090	deanderekkingfisher@outlook.com	1 st year	Mar. 31, 2022	
John Bird	306-941-8599	jmbird70@gmail.com	2 nd year	Mar. 31, 2021	
Keanu Henderson	306-941-0857	keanun17@hotmail.com	2 nd year	Mar. 31, 2021	
Levi Nelson	306-940-4728	l.nelson@sasktel.net	1 st year	Mar. 31, 2022	Vice Chairperson
Jeffrey Okemow	306-930-7064		3 rd year	Mar. 31, 2020	

Staff

Name	Phone	Email	Position
Chelsea Currie	306-930-8448	naytowhow1603@hotmail.com	Event Coordinator
Brent Naytowhow	306-980-5649	brentnay@gmail.com	Recreation Director