*Club’s name*

Bylaws

&

Operational Policies

Club’s logo

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1. Introduction

This document describes the By-Laws and Operational Policies for the *Club’s name* (hereafter ‘the Organization’), a non-profit sport organization under the jurisdiction of Saskatchewan’s Non-profit Corporations Regulations 1997, as a club member of Water Polo Saskatchewan. The Organization implements, administers, and supervises all matters related to its purpose and objectives.

* 1. Purpose and Objectives

The purpose of the Organization is to create and enable safe, inclusive, and enjoyable water polo experiences for its members with the following objectives:

1. To recruit and retain members (e.g., athletes and volunteers) and staff (e.g., coaches) that advance the purpose of the organization;
2. To provide skillful coaching and training opportunities that are enjoyable for athlete members;
3. To encourage and facilitate participation of athletes in available events such as those events which are administered by the provincial sport organization;
4. To provide effective administration (i.e., record-keeping, monitoring, communicating) related to operational responsibilities; and
5. To supervise and sustain all activities related this purpose and these objectives through good governance (i.e., participatory, responsive, accountable, transparent, and equitable) and adherence to the By-Laws and Policies.

1.2. Operational Board

 The Board of Directors for the Organization is an operational board. An operational board has two responsibilities; (1) governance (e.g., setting objectives, developing and reviewing bylaws and policies, and sustaining the organization through effective relationships with members and stakeholders, fiscal responsibility, and succession planning) and (2) management (e.g., implementing objectives, developing programming that grows the membership, hiring quality coaches, and administering the day-to-day activities). Therefore, the Board of Directors hold directorship responsibilities AND roles as officers. These are explained in the By-Laws and Operational Policies

* 1. Relationship with Water Polo Saskatchewan

The Organization is club member of Water Polo Saskatchewan, and therefore, can adhere to its policies that are not specified in this document (i.e., Code of Ethics, Code of Conduct, Vulnerable Sector Check, Equipment). Should it be necessary, the Organization will adopt some of Water Polo Saskatchewan’s procedures detailed in some operational policies (e.g., Discipline and Complaints, Appeal, Alternate Dispute Resolution) as a guide (i.e., at the club level before involving Water Polo Saskatchewan). The Organization is expected to review their By-Laws and policies regularly.

* 1. Definitions

By-Laws

By-Laws reflect the general conduct and practices of governance for the Organization. They are constitutive (i.e., important and high level).

Operational Policies

Operational polices are decisions that enable and constrain the management of the Organization.

Action Plan

An action plan is a set of strategies that guide both the Organization’s governance and management according its purpose and objectives.

Directors

Directors are elected and voting volunteers who agree to serve the interests of the Organization for a specified term.

Officers

Officers are directors who hold specific management positions with special responsibilities.

Fiduciary duty

A fiduciary duty is guiding responsibility for Directors that reflects their imperative to act in the best interest of the organization at all times, as opposed to their self-interest.

Risk

Risk is a potential future event or threat that can have an impact on the sustainability of the Organization and its capacity to fulfil its purpose and objectives. Managing risk involves planning for an event’s probability and consequences.

Quorum

Quorum is a threshold number of Directors or committee members required to be present for voting.

Ad-hoc committee

An ad-hoc committee is a group of individuals formed for the duration it takes to complete a specific task.

Standing committee

A standing committee is a group of individuals formed to work on specific objectives which typically exceed the duration of a director’s term.

1. **By-Laws**
	1. Membership
		1. Members are individuals or families (one represented by one individual per athlete) who have paid membership fees within the current membership year (should they apply), are registered with Water Polo Saskatchewan, and are in good standing with the Organization. In some cases, the Organization may wish to pay for fees to secure insurance for volunteers and coaches, but will not pay for athlete members.
		2. Membership fees for athletes and their families:
2. The membership year will be September 1 to August 31;
3. Membership fees (i.e., registration) will be determined annually by the Board of Directors;
4. The Board of Directors may allow payment plans if it determines there is a low risk to do so;
5. All members must be registered with the Organization and Water Polo Saskatchewan, and must have their fees paid before participation in any water polo program or event in Saskatchewan; and
6. The Board of Directors may determine a short ‘grace’ period (e.g., for recruitment or trials) for participants to join a practice or training before paying fees. Failure to pay or arrange payment may result in the member excluded from practices or training.
	* 1. All members shall be in good standing provided the registered member:
7. Has not been suspended or expelled from membership, or had other membership restrictions or sanctions imposed by the Organization or Water Polo Saskatchewan;
8. Is not subject to disciplinary investigation by the Organization or Water Polo Saskatchewan or is subject to previous disciplinary action and failed to fulfill the conditions associated with the disciplinary action; and
9. Has paid all required membership fees.
	1. Meetings of Members
		1. All members will be invited to three different types of meetings: Annual General Meetings, Special Meetings, and the Water Polo Saskatchewan’s Membership community meetings.
		2. The Board of Directors shall notify the membership by e-mail or phone of with a meeting notice at least 30 days in advance of any meeting. Emergency meetings are an exception, requiring 14 days’ notice by e-mail or phone.
		3. The Board of Directors shall endeavour to set a time and location for Annual General Meetings and Special Meetings that are accessible to its members.
		4. The Agenda for the Annual General Meeting will at least include:
10. Call to order;
11. Establishment of quorum;
12. Appointment of scrutineers (i.e., non-director appointees responsible for ensuring votes are properly cast and counted);
13. Approval of agenda;
14. Adoption of minutes from previous Annual Meeting;
15. Any reports (e.g., financial statements; previous year’s auditor report);
16. Appointment of auditor;
17. Any business specified in the meeting notice;
18. Vote on any resolutions to amend By-Laws;
19. Election of new Directors; and
20. Adjournment.
	* 1. Any member may propose new business or resolutions to amend By-Laws. Such proposals must be submitted to the Board of Directors 15 days prior to the meeting and if approved to be included in the agenda, must be communicated to the membership seven days before the meeting. New business or resolutions to amend By-Laws approved by the Board of Directors during their meetings may simply be communicated to the membership along with proposals from the membership.
		2. Quorum at Annual General Meetings and Special Meetings will be 50% plus one of the total memberships. Members under the age of majority will be represented by their guardian. Each person can only vote once.
		3. Votes on resolutions to amend By-Law will be cast by a show of hands and will pass with a simple majority. In the case of a tie, proposals will fail.
		4. Annual General Meetings and Special Meetings will be closed to the public, unless specifically invited.
	1. Board of Directors
		1. The Organization will maintain an elected Board of Directors with a responsibility to carry out a fiduciary duty for the Organization.
		2. The Board of Directors will be no larger than seven members, with preference to five.
		3. Directors will serve a term no greater than two years, afterwards they must seek re-election through the election procedures.
		4. The Board of Directors shall be elected by the following procedures:
21. Elections can only occur at the Annual General Meeting. The replacement of a Director is an exception. She or he may be nominated and elected at a normal meeting of the Board of Directors;
22. A call for nominations must be provided to the membership along with the meeting notice for the Annual General Meeting;
23. The board may appoint a nominating committee to solicit nominations in advance of the call;
24. Members may self-nominate;
25. All nominations must be submitted to the Board of Directors and confirmed by the nominee in writing or by e-mail within 14 days of the meeting;
26. The Board of Directors will communicate a list of nominees to the membership seven days in advance of the meeting. No nominees from the floor will be accepted;
27. Voting of the Directors will be cast by a secret ballot; and
28. All other procedures shall follow the Meetings of Members By-Law.
	* 1. Directors may resign by submitting notice to the Board of Directors.
		2. An elected Director may be removed before the expiration of her or his term by resolution of the voting members at an Annual General Meeting or Special Meeting. The Director must be given written notice 15 days in advance and provided an opportunity at that time to present and be heard at such a meeting.
		3. The Board of Directors shall meet monthly in person, but it may call additional meetings which can be held in person, by phone, or electronically. Such meetings will adhere to the following procedures:
29. Notice by e-mail will be given at least seven days before the meeting, with preference to more advanced notice;
30. Quorum shall consist of over half of the Directors:
31. The Chair of the Board of Directors will be the President. If the Chair is absent, she or he can arrange for another Director to preside over the meeting;
32. The Chair shall be responsible for providing notice of the meeting, setting the agenda, facilitating discussion, and ensuring officer reports and previous meeting minutes are available seven days prior to any meeting;
33. Board agendas must include a periodic review of By-Laws and Policies (in which all are reviewed within the membership year), operational discussions and reporting from Officers, and an opportunity for new business;
34. Minutes shall be taken in which, at least, motions, decisions, and dissents are recorded;
35. Each Director is entitled to one vote, with the exception that the Chair holds a tie-breaking vote; and
36. Motions require a seconder and time for any discussion. Decisions shall be carried by simple majority.
	* 1. At the start of their term, Directors must be registered as a member with Water Polo Saskatchewan (e.g., as volunteers) and must maintain their membership through their term.
		2. The Board of Directors must ensure documentation, fees, and information is provided to Water Polo Saskatchewan or any of its vendors. In other words, the Organization must remain in good standing and good faith with Water Polo Saskatchewan and its vendors.
		3. The Board of Directors must receive and follow up with complaints, matters of dispute, or disclosures about member conduct following existing policy.
		4. The Board of Directors must ensure there is a succession plan in place for recruiting new directors.
		5. The Board of Directors shall have the following powers:
37. To delegate any of its power, duties, and functions to members or committees, which in turn are responsible for reporting back to the Board of Directors. All final decisions, however, must be made by the Board of Directors;
38. To review and develop policies, practices, and programs and to report decisions to the members (i.e., through minutes available to members or, if prudent, through communication direct to the members);
39. To consider programming ideas and policy proposals from its members and to follow up with those members;
40. To employ persons under contract should they reflect the standards and values of the Organization;
41. To borrow money upon the credit of the organization. All borrowing in excess of $100 must be approved at a meeting; and
42. To purchase assets that support its purpose and objectives. All purchases in excess of $100 must be approved at a meeting;
	* 1. In the first meeting of the membership year, the Board of Directors shall self-appoint or hold elections for the following officer duties, which may be held concurrently or shared, with some exceptions:
43. President/Chair (cannot hold any other position; cannot be shared);
44. Treasurer (cannot hold the Presidentship);
45. Secretary;
46. Officer of Athlete Recruitment, Registration, and Retention;
47. Officer of Programming; and
48. Officer of Communication (cannot hold any other position)
	1. Committees
		1. The Board of Directors may appoint standing or ad-hoc committees as necessary for the management of affairs of the Organization and may appoint members to committees, may prescribe the duties of committees, and may delegate to any committee its powers, duties, and functions, except where prohibited by law or these By-Laws.
		2. Any individual may be appointed to any committee by the Board of Directors. Such appointments or delegation of appointments need to be done by motion.
		3. A quorum for any committee will be the majority its members.
		4. The Board of Directors will, or delegate the powers to establish, Terms of Reference for the all committees. Final terms of reference need to be approved by the Board of Directors.
		5. The Board may remove any member of any committee.
	2. Conflict of Interest
		1. The Board of Directors will commit to carrying out their fiduciary duty, which includes a responsibility of advising the Board of Directors and any committee of a conflict of interest (see Water Polo Saskatchewan: Conflict of Interest).
		2. A director, officer, or member of a committee who has an interest, or who may be perceived as having an interest, in a proposed contract or transaction (i.e., into or from which financial capital flows) must disclose fully and promptly the nature and extent of such interest to the Board of Directors or committee. In such cases, the individual will refrain from voting or speaking in debate about such a contract, transaction, or program, and will refrain from influencing any related decisions.
		3. In such cases where a conflict of interest is suspected but not disclosed, any individual Director or committee member should report the matter to the Board of Directors as soon as possible to identify opportunities to mitigate the conflict. In most cases, failure to disclose a conflict is because an individual is not aware of the conflict or familiar with the notion and how it applies to her or him. Once a conflict is determined, that individual is expected to follow this By-Law.
	3. Finance and Management
		1. The fiscal year for the Organization aligns with the membership year.
		2. The banking business of the Organization will be conducted at such a financial institution as the Board of Directors designate.
		3. All cheques will be made out to *Club’s name* and all securities, monies, and cheques of the Organization will be deposited for safekeeping in the Organization’s bank accounts and may be withdrawn by ordinary resolution of the Board of Directors.
		4. All written agreements and financial transactions entered in the name of the Organization can be signed by up to three signing authorities, or three designated Directors, one of which must be the President and one must be the Treasurer.
		5. The President and Treasurer will produce a formal fiscal year budget for discussion and approval by the Board of Directors at its first meeting of the fiscal year.
		6. At each Annual General Meeting, the membership will appoint an auditor (Certified Accountant) to conduct an audit or review, and to make a report on such activities in accordance with accepted accounting principles. The auditor will not be a staff member or Director, or anyone else with a conflict of interest.
		7. At each Annual General Meeting, the Board of Directors will present financial statements (i.e., at least three years), the Auditor’s report from the previous year, and any other report regarding the financial position of the Organization.
		8. The Organization shall keep at its registered office a copy of the financial statements of each of its subsidiaries. Members may review those statements within seven days of the request.
		9. At each regular meeting, the Board of Directors will review current financial statements
		10. All records of the Organization necessary to conduct an audit or review must be properly kept.
	4. Privacy and Security
		1. Directors are responsible for the security and privacy of all information which pertains to the Club including but not limited to personal information of members or of Board members, communications concerning an individual’s personal information between the Organization and Water Polo Saskatchewan or Water Polo Canada, legal procedures concerning personal information, internal communications concerning personal information and discussions of staffing changes, and any other personal information deemed to be part of the daily operations of the Organization.
		2. No individual on the Board or committee shall freely without prior reporting their actions, disclose any information, discussion or any other matter which is considered confidential with anyone outside of the Board membership unless authorised by delegation of the Board of Directors.
		3. Upon the delegation of the Board of Directors, a Director may disclose confidential and non-confidential information in professional consultations (i.e., seeking expert advice), as for example, with accountants or lawyers.
	5. Indemnification

* + 1. The Organization will indemnify and hold harmless out of the funds of the Organization each Director, their heirs, executors and administrators from all claims, demands, actions, or costs which may arise or be incurred as a result of occupying the position or performing the duties of a Director or Officer.
		2. The Organization will not indemnify a Director or Officer, or any committee member any other person for acts of fraud, dishonesty, breaches of confidentiality, privacy, or security, or bad faith.
		3. The Organization will maintain, in force, director liability insurance as may be approved by the Board of Directors.
	1. Review
		1. The Board of Directors will set and carry out a schedule to review these By-Laws and its Operational Policies.
1. Operational Policies
	1. Action Plans
		1. To maintain operations and achieve objectives, the Organization will maintain an Action Plan (e.g., three-year plan) that guides the Board of Directors and its Officers to develop the Organization through planning of goals, strategies, expected outcomes, and ways to identify those outcomes.
		2. An Action Plan may be formulated and adapted with members of the Organization, with attention to their interests in the Organization.
		3. An Action Plan will be developed and formally approved by the Board of Directors and communicated to the membership.
		4. The Action Plan shall be supported with Operational Policies and constrained within the scope of the By-Laws.
	2. Athlete Registration
		1. Registration events for the membership year (i.e., those that bring together new and returning members to pay their fees) must be held annually and advertised effectively at least one month in advance of the event. The Organization responsibilities include:
2. Collecting membership fees and providing receipts to its members;
3. Deciding whether to accommodate low-risk payment plans according to its By-Laws;
4. Setting and communicating deadlines to register and deadlines to receive a partial or complete refund;
5. Setting a small non-refundable administration fee; and
6. Uploading registration information to the database used by Water Polo Saskatchewan, unless otherwise instructed.
	* 1. Registration for provincial competitions will be organized and communicated in accordance with Water Polo Saskatchewan’s procedures, which may change from year to year.
7. The Organization is responsible for collecting registration fees for provincial events in advance of the event and paying team fees to Water Polo Saskatchewan in a timely manner;
8. The Organization is responsible for registering their teams to the database used by Water Polo Saskatchewan; and
9. Should team registration change, the Organization must communicate changes to Water Polo Saskatchewan in a timely manner.

* 1. Athlete Recruitment and Retention
		1. Athlete recruitment and retention can consist of any reasonable and ethical approach, initiative or technique to convince members of the public to join and remain as fee-paying members in the Organization.
		2. The Organization shall engage with other Water Polo organizations in the province to share ideas about initiatives for recruitment and retention.
		3. Athlete recruitment and retention initiatives funded by the Organization require approval from the Board of Directors.
		4. Periodically, the organization shall conduct assessments or seek expert advice regarding recruitment and retention, including scans of opportunities and threats to recruitment.
		5. Periodically, the Organization will report on recruitment and retention.
	2. Coaching and Remuneration
		1. The Organization shall work on recruiting, training, and supporting coaches. Often, coaches are responsible for an enjoyable water polo experience.
		2. The Organization shall require coaches to undertake a Vulnerable Sectors Check and the Board of Directors shall evaluate the results according to extent of risk posed to the membership and the Organization.
		3. Coaches shall undergo any required training as mandated by Water Polo Saskatchewan. In addition, the Organization may require additional training.
		4. Coaches, volunteer or staff, shall be remunerated for their time in a reasonable, timely, and responsible manner.
		5. The Organization will not operate without a succession plan for coaches.
	3. Provincial Events
		1. The Organization shall ensure that its athlete members participate in provincial events (e.g., tournaments, camps) as much as possible. Therefore, the Organization shall make every effort to communicate events, help organize volunteers, encourage participation, and register of its members, where needed.
		2. The Organization shall encourage volunteering at events, in particular with any events held in Club’s city/town.
		3. The Organization will help its members understand these events by communicating a yearly calendar and communicating all aspects of the event in an effective and timely manner.
		4. Should participation in an event change at the last minute, the Organization will ensure to communicate these changes to the other participants (e.g., athletes and parents) and the event host (e.g., Water Polo Saskatchewan).
	4. Programming
		1. Programming (e.g., practices, training opportunities, local games) shall be developed, maintained, and modified to meet the Organization’s purpose and objectives. In particular, programming shall foster enjoyment for athlete members along with supporting their development as athletes.
		2. Programs shall be developed and modified annually with key focus on recruitment of athletes of all ages and in particular, of younger athletes, and retention of all athletes.
		3. Programs shall be organized effectively and delivered professionally. As such, monitoring of these activities must be conducted by the Board of Directors.
		4. The Organization shall engage with other Water Polo clubs in the province to share ideas about programming.
		5. Programming throughout the membership year should remain consistent, with small adjustments made periodically and or upon strategic review.
		6. Programming schedules should be communicated to the membership in a timely manner.
		7. Periodically, the organization shall conduct assessments or seek expert advice regarding programming, including scans of opportunities and threats to programs.
		8. The Organization will report on programming periodically.
	5. Fundraising
		1. The Organization may, from time to time, develop and implement initiatives or strategies to raise funds to participate in activities.
		2. Priority should be given to membership growth, appropriate fees, professional programming, and effective budgeting. Fundraising is used to address short-term gaps in these aspects or where additional funds are needed to conduct value-added activities.
		3. Fundraising programs shall be approved by the Board of Directors.
	6. Officer Roles and Responsibilities
		1. The following Officer positions and associated responsibilities reflect the management of the Organization and that management is guided by the Organizations’ By-Laws and Policies.
		2. President – The President is responsible for the general supervision of the affairs of the Organization and acts as its official spokesperson. She or he will oversee the Board of Directors, as the Chair. Therefore, the President is responsible for calling meetings, setting agendas, facilitating meetings, reporting for Special and Annual General Meetings, and ensuring all Officer positions are filled. The President will act as a liaison between the Organization and others (e.g., Water Polo Saskatchewan). She or he will lead and be responsible for the direction of the Organization in relation to its purpose and objectives, and be responsible for leading reviews of its activities, purpose, objectives, By-Laws and policies from time to time. The President will work with the Treasurer to produce and report an annual budget for the first board meeting of the fiscal year. The President will ensure that the membership is aware of Officer responsibilities and has contact information for all Officers. All other Officers will serve at the pleasure of the President.
		3. Treasurer – The Treasurer is responsible for monitoring all financial aspects of the Organization. She or he will monitor the collection and deposit of all monies, verify for payment all accounts payable, and present a financial report at each Board of Directors meeting. Other duties include:
1. Preparing and presenting up-to-date financial statements for each regular meeting of the Board of Directors;
2. Preparing and presenting annual audited statements and any other financial statements to members at the AGM;
3. Working with the President to produce and report an annual budget for the first Board meeting of the fiscal year;
4. Working with the Officer of Programming to ensure that all staff (i.e., coaches) are remunerated fairly, responsibly, and in a timely manner;
5. Working with the Officer of Programming to ensure Water Polo Saskatchewan and any vendors are paid on time and receipts stored; and
6. Working with the Officer of Programming to ensure any sanctioned fundraising monies will be fully accounted and distributed according to an agreed upon scheme.
	* 1. Secretary – The Secretary will support and assist the President in administrative duties not deemed financial and therefore under the duties of the Treasurer. Unless otherwise deemed by the President, the Secretary will assume the duties of the President in her or his absence. The Secretary will be responsible for the documentation of all amendments to the Organization’s By-Laws and changes to policies, and will prepare minutes reflecting those changes including motions, decisions, and dissents. The Secretary will ensure that all official documents and records of the Organization, including minutes from Board and committee meetings are properly kept. Other duties include:
7. Ensuring that reports are compiled at least one week before Annual General Meetings, Special Meetings, or any other membership meeting, and any follow up related to these meetings;
8. Ensuring reports from committees are compiled before Board of Director meetings;
9. Working with the President to monitor tasks or duties;
10. Compiling reports to ensure that succession plans are met according to timelines;
11. Ensuring that Committee Terms of References are written, signed, and approved; and
12. Monitoring any other plans and adherence to timelines.
	* 1. Officer of Programming – The Officer of Programming will be responsible for ensuring programming (e.g., practices, other training opportunities, and competitions hosted in club’s city/town) are developed and maintained. Specifically, these responsibilities include:
13. Ensuring that quality coaching and equipment is used to enhance the enjoyment of athlete members during any water polo activities in club’s city/town;
14. Preparing and implementing succession planning for quality coaching;
15. Assessing and reporting on equipment and any other assets used to enhance the enjoyment of members in programs;
16. Initiating procurement of any assets upon approval of the Board of Directors;
17. Ensuring the appropriate number of pool time hours are rented, coaches are scheduled, and any volunteers recruited;
18. Supporting Water Polo Saskatchewan during events hosted in club’s city/town to ensure that pool time is scheduled and any volunteers recruited;
19. Striking any fundraising committee and reviewing proposals;
20. Identifying any threats or opportunities to improve, actual or perceived, water polo programming in club’s city/town; and
21. Preparing a report for each meeting of the Board of Directors related to these responsibilities.
	* 1. Officer of Athlete Recruitment, Registration, and Retention – The Officer of Athlete Recruitment and Retention is responsible for attracting new athlete members, registering them, and trying to keep them enrolled. Specifically, these responsibilities include:
22. Identifying and meeting benchmarks for athlete recruitment and retention;
23. Representing the Organization in any committees with the focus of recruitment or membership growth of water polo;
24. Identifying and implementing strategies to recruit and retain athletes, in particular, emphasizing entry into the sport at young ages;
25. Setting up and managing registration of athletes throughout the membership year;
26. Working with the Treasurer to keep registration and payment information secured and ensuring that registration information is appropriately used, members are in good standing, all members are insured, and all members are added to the database used by Water Polo Saskatchewan;
27. Working with coaches to identify which athletes will participate in provincial events, at least three weeks prior to the event;
28. Ensuring that teams partly or wholly representing club’s name are registered for events, including by working with the Treasurer to secure fees;
29. Working with the Officer of Programming to support and implement recruitment, registration, and retention strategies through programming;
30. Working with the Officer of Communication to ensure that any marketing needs or events with the purpose of recruitment are communicated to potential new members;
31. Working with Board of Directors to identify any threats or opportunities to carrying out strategies for recruitment or for maintaining high rates of retention; and
32. Preparing a report for each meeting of the Board of Directors related to these responsibilities.
	* 1. Officer of Communication – The Office of Communication is responsible for receiving and disseminating information related to all activities of the Organization. These include:
33. Announcing notifications and calls related to Annual General Meetings, Special Meetings, membership meetings with Water Polo Saskatchewan, or any other membership meeting, and any follow up related to these meetings;
34. Announcing practice and training schedule and changes therein at least one week prior, unless for emergency exception (e.g., emergency pool closure);
35. Working with Officer of Recruitment, Registration, and Retention to confirm that participants of provincial events are registered and in good standing, so that rosters can be communicated and added online two weeks in advance or in a timeline that suits the event host;
36. Communicating any emergency changes to participation for provincial events (e.g., due to weather) to Water Polo Saskatchewan in a timely manner;
37. Communicating event results to membership and other outlets (i.e., social media, news media) no later than three days after the event;
38. Communicating any issues brought to the Board of Directors about provincial events issues to appropriate outlets;
39. Working with Officers of Recruitment, Registration, and Retention and of Programming to communicate strategies related to their roles, as for example, with marketing for existing programming or events for recruitment or registration;
40. Communicating to the membership any changes to Officer positions or to staff; and
41. Preparing a report for each meeting of the Board of Directors related to these responsibilities.