



Kanata Nordic Ski Club

Corporate Manual

Including Executive Role Descriptions

CREATED June 2009 / REVISED April 2019

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President | *by Steve Howard, updated by Marlene Alt*

Marlene Alt (2019)

Key Responsibility:

Our bylaws state that the duties of the President are as follows: “The President or a member of the Executive Committee designated by the President shall preside at all meetings of the Club and of the Executive Committee and shall represent the Club on all appropriate occasions.”

That’s it. Now for the unofficial details.

The President oversees operations of the club to ensure nothing untoward happens while at the same time looking for opportunities to expand the club’s reach, reputation and activities in ways that are consistent with its core competencies.

The President is the first among equals, having one vote the same as every club member. Despite that, the President has the ability to influence member and public perception of the club, by being the face of the club to many. The President can stamp her/his own personality on that perception, which is a privilege and must be done with responsibility. The club is not one person and one person does not make a club. Indeed, it takes a village (i.e. 100s of volunteers) to raise a club. Think of the President as the mayor.

Starting in 2013, the club’s relocation to Wesley Clover Parks was proposed and negotiated by Marlene Alt when she was not even a member of the Executive. She later took on the Vice President role, which was vacant, in order to have a seat at the Executive table. She also enlisted Mike Duivenvoorden, then Past President, to be co-lead, focusing on trails while Marlene focused on administration and facilities. Marlene continued to be the prime liaison and manage the relationship with WCP when she became President. So even though the WCP liaison role has not been tied to the Presidency, it is very strategic and will as of 2019 move to the President. Note that this function is the most time consuming of all the President’s duties.

In terms of public perceptions, one of the strengths of Kanata Nordic is its reputation for being friendly, welcoming and inclusive. The President should maintain that.

Some Presidents have focused on governance: chairing the Executive meetings, ensuring fiscal responsibilities and submitting reports to external parties as required. This is a baseline for what the President must cover, and it can stop there, but the role can be so much more. It can offer personal growth for the person in the role and growth, development or evolution for the club.

The President should ensure that club documents and corporate memory are properly archived, accessible and backed up so that the long history of the club is retained and not dependent on any individuals. The record keeping work itself should be under the Secretary's responsibility.

Every five years or so the President should initiate a strategic review of the club's vision, goals and plans.

The President has sometimes by default taken the lead in securing sponsorships, as there has not been an Executive role with that mandate. Since 2016, Fresh Air Experience has been the club's Trailblazer sponsor and the President has negotiated that.

While being the public face of the club the President is also where the buck stops, and the one ultimately responsible for all club activities. So depending on the person's approach, they can end up filling all the holes and picking up all the balls dropped by others. In summary, the President might have the prestige of getting invited to breakfast with the mayor but could also be the one ordering porta-potties and being the complaint department. There is rarely a dull moment.

All of Steve's points below apply as well, except for booking meeting rooms which the Secretary have taken over.

Steve Howard (2009)

Key Responsibility:

Oversee operations of the club to ensure nothing untoward happens.

Specific Tasks:

- ▶ Generate agendas for executive meetings and chair them
- ▶ Act as single point of contact for booking of City of Ottawa rooms and facilities
- ▶ Liaise with other NCD club presidents on matters of joint interest
- ▶ Represent Kanata Nordic at NCD Board meeting and (if possible) at Cross Country Ontario AGM
- ▶ Ensure appropriate information is passed to NCD and fees are paid to ensure registration with Cross Country Ontario and Cross Country Canada
- ▶ Act as prime spokesperson for the club with the media and stakeholders

- ▶ Represent the club at local events/public consultations and panels as required

Qualifications for Club President

- ▶ Must be passionate about skiing
- ▶ Must be diplomatic and impartial
- ▶ Insanity :-)

Vice-President | *by Mike Duijvenvoorden (2009)*

Key Responsibility:

Effectively the role is to support the President. In my case as VP, I did a little of everything, in some respects the role could easily be an executive member at large. The VP is to have signing authority and in the case of the President's absence chair executive meetings.

Past President | *by Marlene Alt (2019)*

Key Responsibility:

The President 'retires' into the role of Past President, without election. The Past President retains a seat at the Executive table, as an ex-officio member* and is expected to share her/his knowledge and support the learning curve of the new President, while at the same time not hampering the new leadership.

*Ex-officio members of boards and committees have exactly the same rights and privileges as do all other members, including the right to vote.

Secretary | *by Richard Batty (2009)*

Key Responsibility:

- ▶ The Secretary is responsible to attend all meetings of the Executive, plus the Annual Meeting and any Special Meetings of the Corporation for the purpose of recording the minutes of such meetings.
- ▶ The Secretary is also responsible for preparing and distributing the minutes of all such meetings in a timely fashion, and storing copies of the accepted minutes and other corporate records such as but not limited to: Articles of Incorporation, Bylaws, Policies and Procedures.
- ▶ The Secretary is also responsible for preparing club correspondence as may be requested by the Executive and storing copies of same.
- ▶ The Secretary may stand in for the President when both the President and Vice President are absent.

Membership Coordinator | *by Kaleigh Maclaren (2009)*

Overall Description and Responsibilities:

As membership/communications coordinator on the club executive you are essentially responsible for all communication with the membership and management of the membership. Your main responsibilities include organizing registration, tracking the registrations and passing the information onto the program coordinators, responding to member inquiries, and sending communication to members throughout the season as required via email.

Month by Month Breakdown of Position Tasks:

Note these dates are suggested guidelines and can for the most part be adapted as seen fit.

May and June

- ▶ Create registration timeline to determine...
 - When registration will open online
 - When registration prices will be determined (which exec. Meeting)
 - When program templates are due to you from program coordinators
 - When the registration/swap weekend will take place – *foyer and two halls are booked by club president*
 - When registration will be ready for executive tests/input
- ▶ Create template for program coordinators to fill out the details for their programs – available online and at the registration weekend
- ▶ Any special club communication as required.

Summer Months

- ▶ Collect completed templates to have them posted on the website (as a PDF)
- ▶ Create online registration form on Zone4
- ▶ When completed send to executive for test runs/comments
- ▶ Create electronic membership cards
- ▶ Registration information for newsletter
- ▶ Draft Confirmation email (for when people register, it can be copied and sent each time).

September (or when registration opens)

- ▶ Open registration as decided on and send announcement to past members, and interested potential members (as on list)
 - ▶ As registrations come in online...
 - Send confirmation/ welcome email with membership card attached
 - Put members registered in programs on spreadsheets for coordinators (only send if requested, or if there are a large number)
 - Add emails to master email list
 - ▶ Work on planning the registration weekend
 - Make paper registration form
 - ▶ Send necessary e-mail communication (i.e. registration reminders, swap weekend reminder, and any other club news).
 - ▶ Reply to emails/ phone calls from people/ members requesting further information
 - ▶ Have cheques from online payment sent (track in Zone4) and give to club treasurer
 - ▶ Create budget for the fiscal year.
 - ▶ As registrations come in update the email list

October and November

- ▶ Continue following the above procedure for when registrations come in
- ▶ Can start sending lists to program coordinators (update more regularly after early-bird registration is done)
- ▶ After the swap add all paper registration forms into the Zone4, and follow same process as when online registrations come in (membership card ext.)
- ▶ Send necessary e-mail communication
- ▶ Emails from members/ potential members
- ▶ As registrations come in update the email list

January to April

- ▶ January – Submit Cross Country Ontario Spreadsheet
- ▶ Answer any member email questions (or direct them to appropriate coordinator)
- ▶ Tax Credits – collaborate with treasurer to ensure they are generated and distributed
- ▶ Continue registration process for any new registrations
- ▶ Send necessary club communications for *socials, events, race, ext.*
- ▶ Prior to AGM make report on membership “stats” (including programs)
- ▶ As registrations come in update the email list

Promotions Coordinator | *by Marlene Alt, updated by Stephanie Rees-Tregunno*

Stephanie Rees-Tregunno (2019)

Overall Description and Responsibilities:

The Promotions role is what you make it - it can be easy, but also complicated and time consuming. I certainly had way more ideas than I could possibly implement!

There are five main roles that could be split. Lots that can be done for each (which can make each of them a full time role in and of themselves... almost a full time job! People do each of these things for a living after all), but it can be simpler and less time consuming if simply covering the essentials.

- **Social media** - posting to the various outlets (primarily Twitter and Facebook accounts), creating a calendar / plan for the year, soliciting input from other Executive members, getting photos, tracking effectiveness
- **Newsletter** - a key avenue to reach all members. Plan the schedule for releasing each edition, with a longer newsletter less often and then news blasts when there is something that needs to be urgently communicated.
- **Website** - this is also important, but can be low maintenance and only time consuming at certain times of the year (e.g., updating program descriptions, membership info). Worthwhile to have someone do a full review / editing in the off-season and then it would be set for most of the year. The pieces that get the most updating are the events and the revolution slider.
- **Miscellaneous** - media relations, flyers, advertising, etc. This piece of the role truly has potential to really evolve.
- **Club clothing** - organize clothing sales for the year; currently through Louis Garneau; update order forms with current pricing, arrange for fit kit to coincide with Ski Swap (so folks can better figure out their size and promote the sales); can always add or change pieces, for example, getting Buffs and off-season wear like t-shirts

Marlene Alt (2009)

Overall Description and Responsibilities:

The responsibilities of the Promotions Coordinator each year can largely be defined by the individual in that position and support any related club goals for the year (in the Executive's short and long term plans). The job is ongoing throughout the calendar year and tends to be busiest prior to the start of the ski season. Most initiatives are first presented as proposals to the Executive, for their input and approval. Generally the position's responsibilities include advertising, increasing public awareness of the club and its various activities, ordering promotional merchandise and creating the budgets associated with these activities. There is also a communications component that includes the Kanata Nordic Newsletter and the club's web site. More details as follows.

Advertising:

- ▶ Creating and placing ads if appropriate to promote program registration, the annual Ski Swap and Sale, the annual club-sponsored race (Pretzel Sprints) and other special activities
- ▶ Recently we have not purchased any advertising and instead have found other effective no-cost or lower-cost avenues

Public Awareness:

There are various ways to increase public awareness, including:

- ▶ Editorial coverage: write an article/media release and send it to whichever media outlets (radio, TV, newspaper) are most appropriate; provide photos if possible/appropriate and follow up with the journalists
- ▶ The club owns four A-frame signs with a dry erase area at the top and the club name, logo and web site at the bottom; these signs can be posted in high traffic public areas to promote club activities
- ▶ Flyers and brochures: create these materials as needed; can be distributed at sports shops, schools, public libraries, etc.
- ▶ Links to the club web site: find appropriate web sites that can link back to ours, such as from sports shops, the Y camp, sponsors, etc.

Promotional Merchandise and Club Clothing:

Each season the Executive approves which items to produce and how they will be used, based on the recommendation of the Promotions Coordinator. Some of the past ideas have included:

- ▶

- ▶ Water bottles (from Louis Garneau) with our logo and web site address; these were used as promotional items (given away free of charge) to participants at the fall dryland training camp, to all those who purchased club clothing at the ski swap, etc.
- ▶ General club clothing: windbreaker jackets and soft shell jackets with the club logo; these were sold on a cost-recovery basis to club members (ordered from EmbroidMe)
- ▶ Racer clothing: tights, warmup pants, jerseys and jackets with a bold, custom design of our club logo (from Apogee Sports); these are intended for the club racers but can be ordered by any club member; priced on a cost-recovery basis

Web Site:

Web site responsibility is moving to the Promotions Coordinator this year and the site will undergo a complete redesign. Current plans for the new design shift it to a content management model, whereby different sections are maintained by their respective 'owners'. The Promotions Coordinator would have his/her material to look after and otherwise would provide some training and guidance to other contributors.

Quarterly Breakdown of Tasks:

Q1: January - March

The first quarter of the year is one of the slowest for the Promotions, despite it being the heart of the ski season. Typical activities include:

- ▶ Promotional/media/sponsorship activities for the annual Pretzel Race in February; although the race sometimes has a separate volunteer for these activities it otherwise defaults to the Promotions Coordinator
- ▶ Additional promotions for the ski programs if we want to increase registration
- ▶ Website updates: the news website (planned for late 2009) should require a small amount of weekly attention; trail and program updates will be posted directly by the respective coordinators
- ▶ Create and publish the last newsletter issue for the year, sometimes in March (date is flexible)

Q2: April - June

Q2 can also be relatively quiet. Typical activities include:

- ▶ Shop around for promotional items for next season (if there is to be one); there are some specials at this time of year (or even earlier)

- ▶ Shop around for club clothing for the racers and general membership
- ▶ Web site use is at a low level so it's a good time to do any major maintenance work on it
- ▶ Update the club brochure if necessary

Q3: July - September

Preparation for the season ramps up and it can be busy at times, especially in Sept. Typical activities include:

- ▶ Create and publish the pre-season newsletter, sometime in Sept (date is flexible)
- ▶ Promotional/media/sponsorship activities for the annual Ski Swap and Sale in October
- ▶ Finalize the clothing for the season
- ▶ Receive the promotional item(s) for the season
- ▶ Start promoting program registration through the media and the A-frame signs
- ▶ Create a budget for the fiscal year

Q4: October - December

This is often the busiest time. Typical activities include:

- ▶ Create and publish the second newsletter, usually released in Dec
- ▶ Promotional/media/sponsorship activities for the annual Ski Swap and Sale in October
- ▶ Receive clothing samples and promote them/take orders at the Ski Swap and Sale and through the web site
- ▶ Sell the promotional item(s) if appropriate at the Ski Swap and Sale
- ▶ Continue to promote program registration through the media and the A-frame signs

Events Coordinator | *by Shelagh Ryan (2009)*

Overall Description:

Attend executive meetings, remain current with issues of concern to the Executive, participate in Executive voting, promote the good standing and reputation of the Club within the ski community and in the public's eye in general.

Coordinate or assist in the coordination of events open to all the members or events open to specific programs as needed.

Specific Description:

At minimum, this director is responsible for the running of the Kanata Pretzel Race. Running the Pretzel would include but is by no means limited to: assembling a Race Committee, ensuring that all members of the Race Committee are moving forward with their tasks and that they have the necessary resources be it personnel, physical or monetary to do so in a timely manner. Other special events that this directorship could be involved with in an assisting capacity would be annual events from various ski programs such as the Jack Rabbit Fun Day and the Banquet. Summer events depend on a summer program, input from the race coaches and the participants. Whatever is chosen the director will be responsible for the coordination of those events.

Month to month specific tasks:

March

- ▶ Thank all participants, volunteers, contributors, and spectators from the Pretzel.
- ▶ Hold post mortem for the current year's Pretzel and collect reports from each of the Committee members.
- ▶ Set preliminary budget for following year based upon an anticipated 10-15% increase in costs over the current year barring any new expansions.
- ▶ Elicit initial commitment from all existing Committee members of their intentions for the following year. Ask all non-returning members to suggest three names for their replacement.
- ▶ Book the site for the following year.
- ▶ Assist with the Jackrabbit Fun Day or Banquet as needed.
- ▶ Registration for Young Racers Summer Program

April through to August

- ▶ Organize and coordinate events as requested by race coaches, one per month.
- ▶ Stay in touch with Y camp with regard to all developments that may influence the outcome of the Pretzel's success.
- ▶ Be aware of potential candidates for any vacant Lead roles.

September and October

- ▶ Contact all returning members of Pretzel Race Committee and reaffirm commitment.
- ▶ Recruit new volunteers in lead roles as needed.
- ▶ Contact Y camp.

November and December

- ▶ Acquire all volunteer names with contact info and membership lists with contact info.
- ▶ Contact high schools to post the event as a means to earn volunteer hours.
- ▶ Attend Jack Rabbit leaders' meeting and canvas for volunteers with specific skills.

January

- ▶ Finalize arrangements with Y camp with regard to permission for proposed physical layout, shelters, electrical needs, refreshments, first aid, and parking.
- ▶ Meet with any new volunteers in the lead roles. Make sure all returning lead roles remember what is expected and elicit any new or unexpected needs from them.
- ▶ Contact business and ski community to borrow whatever equipment may be needed.
- ▶ Elicit donations from business community for silent auction items, raffles items and freebies.
- ▶ Finalize arrangements for rentals such as sound equipment, portable toilets etc.
- ▶ Finalize advertisements be it website content, flyers, newspaper articles, radio etc.
- ▶ Meet with the new volunteers and assign them to the lead personnel.

February

- ▶ Continue any unfinished tasks from January.
- ▶ Ensure dissemination of all pertinent information to all of the volunteers.
- ▶ Check in with all lead personnel on a regular basis and coordinate all of their activities so that no one is duplicating efforts. Field panic calls and reassure the volunteers with positive reinforcement.

- ▶ Be in attendance early on race day, circulate to all areas, cheer on the participants, praise the winners, congratulate all the volunteers on an excellent performance, stay late, ensure that all the volunteers are fed, help clean up, go home and enjoy a large glass of wine...maybe two!

Treasurer | *by Greg Watt, updated by Marsha Kelly*

Marsha Kelly (2019)

Role

The Treasurer's role is to ensure safekeeping of Kanata Nordic Ski Club (The Club) funds and the management of financial transactions and operations of The Club. As an Executive member of the club, the Treasurer is also responsible for providing input on matters important to the well-being of The Club and ensuring all members are well served. The Treasurer can enlist other volunteers in support roles, such as a bookkeeper.

The Budget Process

The budget process begins in January, when the Treasurer sends the budget to actual figures of the current fiscal year to the Club's Executive. Each account has a coordinator that is responsible for the funds. This is the initial proposal and each coordinator can make changes based on their knowledge of expected revenues, if applicable and any spending (including capital) required that may occur in the next fiscal year. When needed, the Treasurer provides advice to each coordinator in order to help them determine their budget.

As part of this process, the Treasurer, in coordination with the program coordinators, will estimate fees to be charged for the upcoming ski season.

These changes are to be provided to the Treasurer by Jan month end in order for the Treasurer to consolidate. The Treasurer will propose a Consolidated Budget and present it to the Executive for the Feb meeting with the goal of passing the budget by the March monthly meeting.

Once approved, The Treasurer will record the approval date and maintain the budget, recording all deposits and expenses within Quickbooks. At each monthly meeting, the Treasurer will provide the budget to actual in order to discuss the tracking of the spending.

Tracking of Assets and Insurance Costs

The Treasurer will track all of The Club's assets, including depreciation, and the coordinator responsible for the asset. The Treasurer will, with assistance by the Executive, write off assets when required.

Each Month, the Treasurer, in coordination with the Trails Coordinator, will renew the insurance associated with all the capital assets that require insurance (snowmobiles, trailers etc). Currently there is personal automobile insurance and commercial insurance. For all pieces of equipment, all groomers have to be listed on the insurance forms therefore the Trails Coordinator will provide all required license information to the Treasurer, who will pass on to the insurance broker, currently Kirby and Masson.

Journal Keeping

The Treasurer will be responsible for the following record keeping:

❖ Deposits

The Treasurer will ensure all deposits are recorded in Quickbooks, including details of the deposit (who, what bank, and the cheque # when appropriate). The Treasurer will be called upon to confirm receipt of cheques when necessary.

❖ Cheques

All cheques written must be recorded in Quickbooks. The expenses are initially input by the volunteer bookkeeper and the Treasurer will approve all the expenses, including the account recorded in order to have some segregation of duties. Two signatories are required for each cheque from the Executive management team: the Treasurer, the President, Vice- President and Secretary.

Reports

The Treasurer will provide the following reports as necessary.

Bank Reconciliation

Quickbooks does bank reconciliations when prompted and there is functionality within the system to allow the Treasurer to determine the reconciling items. A bank reconciliation is not required unless requested. It is the Treasurer's responsibility for maintain adequate records.

Income and Expense Statement

At year-end, the Treasurer will supply an Income and Expenses Statement, detailing the income and expenses and whether a surplus or deficit was achieved in that financial year.

Grant Funding / Donations/ Sponsorships

❖ City of Ottawa Funding Submission

Each December/January, the Treasurer will submit the City of Ottawa Community Funding Submission for the upcoming fiscal year. The Club maintains a working relationship with the City of Ottawa, with The Club grooming City of Ottawa trails in exchange for Grant monies to cover grooming related expenses.

❖ Other Grant Reporting Requirements

As necessary, the Treasurer will aid in drafting funding submissions or provide budget information to the coordinator who is submitting for a grant.

❖ Sponsorships / Donations

The Club is a non-profit, but not a charity. For that reason, when sponsorship or donations are provided by external parties, the Treasurer will coordinate with our sport's national governing body, Nordiq Canada (a registered charity the Club) when necessary to get the appropriate forms which will provide a tax receipt to the individual/ business donating to the Club.

Taxes/ HST Analysis

❖ Submission of Tax Return to CRA

In June each year, a T183 tax form must be submitted to CRA. We currently use Valve and Associates, Robert Moffat, to handle Club taxes, free of charge.

❖ HST Analysis

A non-profit organization has to remit GST/HST if the total amount of all revenues (before expenses) from the worldwide taxable supplies of all of the organization's activities and those of its associates, is \$50,000 or less in any single calendar quarter

and in the last four consecutive calendar quarters. Information for Non-Profit Organizations relating to GST/HST can be found on the CRA website under Publication RC4081.

Each quarter the Treasurer will have to calculate the applicable revenues generated by the club to determine whether HST must be collected going forward and determine the implications to the Club and report to Executive. A tax consultant may have to be engaged to determine the requirements of the club from registration to collection and remitting to CRA.

Annual General Meeting

Annually, the Treasurer will prepare a report to present to the membership at the Annual General Meeting.

Greg Watt (2009)

Role:

The Treasurer's role is to ensure safekeeping of Kanata Nordic Ski Club (The Club) funds and the management of financial transactions and operations of The Club. As an executive member of the club, the Treasurer is also responsible for providing input on matters important to the well being of The Club and ensuring all members are well served.

The Budget Process:

The budget process begins in June, when the Treasurer sends template budgets to all of the Club's coordinator's including the following:

- ▶ Promotions
- ▶ Special Events
- ▶ Masters
- ▶ Bunnyrabbit/Jackrabbit
- ▶ Racing
- ▶ Trails

The templates will allow the Coordinators to describe the expected revenues, if applicable, expenses, and any capital costs associated to the running of their programs.

The templates must be returned to the treasurer by June month-end for inclusion into the consolidated budget. In consultation with the Coordinators, the Treasurer will publish a Consolidated Budget to present to the executive for the September meeting with the goal of passing the budget by the October monthly meeting.

The Treasurer will also track all of The Club's assets, including depreciation, and the Coordinator responsible for the asset. The Treasurer will, as directed by the Executive, write off assets when required.

Once approved, The Treasurer will record the approval date and maintain the budget, recording all deposits and expenses. Any revenues or expenses easily slotted into the budget's line items will be recorded in a "Sundry category" with a description.

Journal Keeping:

The Treasurer will be responsible for the following record keeping:

❖ Deposits

The Treasurer will ensure all deposits are recorded in the Deposit Journal, including details of the deposit (who, what bank, and the cheque #) and how it should be recorded in the budget. The Treasurer will be called upon to confirm receipt of cheques so good record keeping is important.

❖ Cheques

All cheques written must be recorded in the Expenditures Journal. Receipts must be kept in the Receipts journal and an indication as to what Line Item in the Consolidated budget it will be recorded against. One signatory is required for cheques – signatories include the Treasurer and the President. The signing of blank cheques should be avoided "at all costs".

Reports:

The Treasurer will provide the following reports:

❖ *Bank Reconciliation*

Each month, once the Monthly Bank Statement is available, the Treasurer will provide a bank reconciliation statement to the Club executive, detailing...

- Bank account Balance at the start of the month
- Any deposits during the month as recorded in the deposit journal
- Minus any expenses occurred during the month
- The True Book Balance at the end of the month from the bank statement
- The Outstanding Cheques as indicated in the cheque journal
- The True Bank Balance, this being the Book Balance minus the Outstanding Cheques

❖ *Income and Expense Statement*

At yearend, The Treasurer will supply an Income and Expenses Statement, detailing the income and expenses and whether a surplus or deficit was achieved in that financial year.

❖ *City of Ottawa Funding Submission*

Each September, the Treasurer will submit the City of Ottawa Community Funding Submission for the upcoming fiscal year. The Club maintains a working relationship with the City of Ottawa, with The Club grooming City of Ottawa trails in exchange for Grant monies to cover grooming related expenses.

❖ *Trillium Grant Reporting Requirements*

The treasurer will fulfill any reporting requirements as defined by the agreement signed by The Club with the Ontario Trillium Grant received by The Club in late 2008.

❖ *Fitness Tax Credits*

In collaboration with the membership coordinator generate fitness tax credits for program participants that meet the requirements and distribute.

Jackrabbit Coordinator | *by Ardeth Kirkham, updated by Maureen Smith*

Maureen Smith (2019)

Throughout the year

-Attend monthly Executive meetings.

Aug.

-Coordinate with Marlene the notice for Leader and coach training which is posted on the Website in Sept.

Sept./Oct.

- Orientate yourself with the season
- reach out to prospective Leaders and Assistants
- Try to book a Coaching Course or two
- Find out the budget for the coming
- Think about food for Fun Day - Do we need to book anyone/anything way in advance

November

- order Jackrabbit stickers, toques and stuff
- Log onto Zone 4 and start downloading participants into classes
- Keep looking for Leaders and Assistants
- Check to see if we will be having Skills Development clinics

Mid December

- Communicate with Leaders and Assistants about their class list so far
- Get Police Checks organized
- start communication with parents
- hold a Leaders and Assistant information session
- hold a student information session
- Get EAP organized

January

- Ensure Leaders are in contact with their groups
- Have leaders make a big sign identifying their group and the kids names. Ensure they have told the kids where they will be standing. Let each other know where the different groups will be meeting each week.

February

- Organize Fun day. This is a day when folks volunteer to BBQ, plan games, set up for the BBQ to be outdoors with a fire pit, volunteer to bring dessert.

March - April

Clean out cabin - debrief on the past season - go on vacation

Ardeth Kirkham (2009)

Overall Description and Responsibilities:

The primary goal for the BR / JR coordinator is to develop effective and fun learn-to-ski programs which will help to create an enthusiasm for XC skiing for families with young skiers. Tasks related to this position can be broken into several main areas; groups, leaders, materials and events. The following is a list of tasks / responsibilities undertaken by the Jackrabbit Program Coordinator:

- 1 – planning dryland activities in the fall
- 2 – finding leaders for ski program groups: BR, JR 1, JR 2, JR 3, JR 4 (1st and 2nd yr)
- 3 - co-ordinating leader training with course facilitator(s)
- 4 - developing Emergency Action Plan for the lesson facility, including policy on inclement weather situations.
- 5 – finding and working with volunteers to coordinate activities such as Hot Chocolate for lessons, Fun Day, family ski days
- 6 – working with Membership coordinator to create ski group lists from registrants
- 7 – maintaining an inventory of Jackrabbit Program materials and liaising with Cross Country Ontario (CCO) materials rep to send in the order each year
- 8 – distribution of Jackrabbit materials to groups
- 9 – ensuring leaders are familiar with trails for groups, and coordinating use of space
- 10 – communicating with leaders and skiing families re: special activities, changes or cancellations
- 11 – working with Y staff to ensure programs work together
- 12 – writing article(s) for newsletter, parent info sheets, leader info sheet
- 13 – creation of hot chocolate schedule and facility use schedule
- 14 – attending monthly executive meetings

Barbecue Planning by Kaleigh Maclaren (2009)

1. Decide on BBQ date (agreement from executive)
2. Ensure that the date is good with the Y (if not previously arranged)
3. Send invitation (about 1 week prior)
4. Create tracking document
5. Track Orders and volunteers
6. Email Reminder (about 3 days prior)
7. Buy supplies (see list below)

You need....

Food

- Burger Buns
- Hot dog Buns
- Veggie Burgers
- Hamburgers
- Hot Dogs
- Chips
- Ketchup
- Mustard
- Relish
- **Possible** juice boxes

Supplies

- Plates
- Tin Foil
- Lighter fluid
- Briquettes
- Matches
- Flippers – multiple
- Bowls for chips
- Roasting pans for keeping burgers warm
- Cashbox (the club has two)
- Float

Volunteers for BBQ:

Just have them meet at the BBQ area at about 2:20 (if bbq starts at 3:30) and set up picnic tables for eating and handing out. Get the bbq started and stuff laid out.

Timeline for Tasks for Each Season:

A wise individual suggested that a critical path timeline might be a useful exercise to capture important tasks related to the coordination of the JR Programs. The following is the proposed

outline of tasks for the season.

July:

- Set goals for upcoming season

August:

- Contact leaders from previous season to determine interest and leader training needs
- Contact course coordinators (Ken P, NCD rep) re setting up courses for Sept, early October.

September:

- Send dates for ICC and CCC courses to leaders
- Set dryland schedule / locations for October and November
- Coordinate leader First Aid / EAP development session (with Jim Trach?)

October:

- Start Dryland activities
- Registration / Ski swap
- 1st leader meeting, First Aid / EAP session presented, police check forms out
- Create handbook of club policies for leaders, handbook for parents

November:

- Inventory current stock of JR materials – Fun day items as well as stickers
- Order JR materials needed from CCO (Jenny Marlatt)
- Develop preliminary BR / JR group lists and leaders
- Leader trails meeting trail system/facility walkabout for site use planning, EAP presented and signed off, police checks handed in

December:

- 1st BBQ – meet and greet for leaders and club participants (1st or 2nd weekend). Group lists handed out, preliminary lesson, timing / familiarization for Hot Chocolate ironed out. Waxing lesson where applicable (perhaps have Fresh Air available?)
- Family ski opportunities over Christmas holidays – if there is snow.

January:

- Leader skill refresher session Jan 2nd , 1st lesson Jan 3rd??

- Lessons begin January 9 (??)

February:

- Coordinate with leaders for extra ski outings – to Gatineau Park or Fitzroy
- Encourage participation in club event – Pretzel
- Fun day planning for March
- Liaising with leaders re program end

March:

- Fun day, distribution of JR materials to leaders for their groups
- Final BBQ social

Teen Ski Fit Coordinator | by Dev Paul, updated by Heather Boswell

Dev Paul (2009)

Program then called 'Track Attack'

Key Responsibilities:

- ▶ Implement CCC Track Attack Program at Kanata Nordic Ski Club
- ▶ Keep kids past Jackrabbit age, but who are not specifically interested in skiing with a racing focus engaged in a variety of aspects of skiing including, but not limited to: Touring,
- ▶ Technique work (skate and classic), sprinting, dryland activities, racing, keeping a log, distance goals, games

Specific Tasks:

- ▶ Work with registration coordinator to sort out who is registered in Track Attack vs other programs and compile group email and phone lists
- ▶ Ongoing email communication with families wrt to administrative matters related to the program's weekly implementation (location, technique, registration for events etc)
- ▶ Implement a fall dryland program starting in mid October continuing till snow arrives in a variety of locations throughout Kanata (Beaverpond, Ycamp, etc)
- ▶ Upon arrival of snow, coach Thursday evening and Saturday afternoon sessions (Sat, co located with Jackrabbit at YCamp) working with Track Attack Assistant coaches
- ▶ Continuously upgrade own technical skills and developing strategies to impart those skills to children
- ▶ Develop a weekly lesson plan, focusing on different aspects of skiing: technique, distance, sprinting, games, and being flexible with weather and snow conditions to adapt the program to keep kids excited, motivated and also "warm"
- ▶ Find the fine line between pushing kids so that they can expand their comfort level on skis, while at the same time, being prudent for safety
- ▶ Implement ongoing sprint and medium distance time trials during Saturday session
- ▶ Lead outings to Gatineau Park at least twice a month
- ▶ Implementing and motivating kids to participate in the Track Attack 300 kilometer club a program that recognizes kids for accumulating mileage totals: 200 bronze, 250, silver, 300 gold, >400 platinum.
- ▶ Attend ongoing Exec meetings and respond to a variety of administrative requirements

for club

- Ongoing coordination with Jackrabbit Coordinator to ensure that Track Attack program is working seamlessly with the Jackrabbit setup at the Y-Camp

Qualifications for Track Attack Coordinator:

- Must be passionate about skiing
- Should be reasonably competent in wide cross sections of skiing skills: Classic, Skate, touring, sprinting, racing (if not, must have an assistant such that between the two, they cover all areas of competency)
- Have Cross Country Canada Community Coach Certification
- Be reasonably competent in waxing so that he/she can assist kids with optimal wax application For sessions as well as for racing
- Be better than Dev at ongoing administrative tasks :-)

Heather Boswell (2019)

In this Executive position, you will work with the Jackrabbit coordinator to arrange a lesson schedule that will spread out the weekend classes so as not to overwhelm the trail network, parking lot, and cabin space at our Club base at Wesley Clover Parks.

By keeping apprised of CCC, ICC and in-Club coaching instruction courses (dates, times etc.), you can encourage Club coaches and parent volunteers to participate.

Volunteering in Club events (Pretzel Race, Fun Day etc.) is a good way to get to know the other Board members and parent volunteers. There is a need for teen and adult volunteers for these events to succeed. Those Board members coordinating the events will explain the volunteer requirements and you can then encourage the teenage members of the youth programs to participate/volunteer. Helping out at these events counts towards their volunteer hours at school.

Once a month you will attend the Kanata Nordic Executive Board Meeting. This is an excellent opportunity to learn how the Club really functions, and to participate in the future direction of the Club and of the Youth programming.

You may also be a coach for the Teen Skate program.

Teen Skate Instructor Role

Coaching position which teaches our recreational skate ski youth (age 11-17) program (known as Teen Skate – formerly Teen Ski Fit and Track Attack).

The program begins with a dryland training schedule (currently a 5-10km hike on Saturday mornings in surrounding parks, wilderness areas and nature reserves from mid-October until there is enough snow for skiing Dec/Jan.).

Broad skill range and increased demand for the Teen Skate program has resulted in the ski classes being divided into two streams– Teen Skate 1 (beginners/early intermediate), and Teen Skate 2 (intermediate/advanced). This year, Teen Skate 1 was held on Saturday mornings (10:30 – 12:30), Teen Skate 2 on Sunday mornings (10:30 – 12:30), and a combined, optional, class held on Thursday evenings (7–8pm). Lessons usually take place at 401 or 411 (the cabin) Corkstown Road, Wesley Clover Parks. Occasionally, we will travel to other ski networks (ie. Gatineau Park) for a ski outing.

Main responsibilities – Lessons should combine technique work, touring, and fitness activities which challenge students at their skill level and allow for success. Combining drills and games, which focus on a specific technique (balance, weight transfer, double poling etc.), with a trail ski creates variety and interest during the lesson.

Peripheral responsibilities – Ensure students have the correct equipment. This can be discussed with parents during a fall hike. Check equipment during first ski lesson (pole length, strap fit etc.)

Educate students and parents about appropriate dressing strategies for differing and extreme weather. Remind them about the importance of hydration and to bring their water bottles (and headlamps for Thursday night skis). This information can be shared during weekly scheduling email reminders.

Educate students and parents about the importance of and different methods of applying glide wax to their skis. This could include a full on hot-wax clinic at the cabin during part of a lesson, or a demonstration in applying one or more “on the go” glide wax options.

Skills needed – Enthusiasm for skate skiing and for teaching tweens and teens of differing skill levels. Coach training (through CCC or ICC) is an asset as the Teen Skate program follows the CCC Long Term Athlete Development (LTAD) principles (Learn to Train). As a certified CCC coach, you also gain access to a large library of on-line teaching resources (lesson plans, videos with analysis etc.)

Timeline/Commitment – Weekly: 4–6 hours of instructing. Additional time for lesson planning. Seasonally: Additional time for personal skills development courses/instructor training.

Masters Coordinator | *by Ron Grossman (2009)*

Summer Months:

- Review program success / demand from previous season and confirm programs for following year (by June)
- Confirm individual program registration (recommended no more than 10) and registration cost (by June)
- Confirm budget requirements (by June)
- Update Program(s) schedules for coming season (by June)
- Look for instructors (suggest this start in late August for previous years' instructors, and coordinate with registration coordinator through fall as club registration reveals candidates with related interests)
- Update program description (by June)
- Confirm "Masters Dryland" Leader and start date

September through November:

- Coordinate with Masters Dryland leader regarding registrations
- Finalize instructors
- Answer emails requesting further information about adult programs
- Provide advice regarding program placement

December:

- Send registration lists to instructors
- Send initial email to registrants about program details, leaders and recommended equipment (if possible provide advice about equipment earlier - beginners often are uninformed and arrive at programs with equipment that significantly hampers their ability to learn to XC ski)

January to March:

- Inform instructors of any changes/cancellations
- Liaise with leaders to place program registrants in appropriate programs where initial program registration does not match skill level
- Liaise with Registration Coordinator with respect to late registration, waiting lists, and program withdrawals (for valid reason)
- Answer any email questions
- When possible encourage volunteerism among program participants for special events ex. Pretzel Race

- Provide feedback to Trails Coordinator regarding training areas and any special requirements
- Make report prior to AGM including summary of approximate volunteer hours, program participation, status of goals set for the year, and potential objectives for the coming year
- Touch base with leaders for feedback, challenges, potential improvements

Racing Coordinator | *by Harris Kirby, Mike Duivenvoorden*

Harris Kirby (2009)

Key Responsibilities:

- A. Implement a year-round racing/training program at the Kanata Nordic Ski Club for skiers interested in training for and participating in Nordic ski races on a local and regional level;
- B. Help to identify kids from the Jackrabbit program and others from the community at large who are interested in Nordic ski racing and introduce them to the activity by providing training guidance and opportunities to participate in one or more local and or regional races;
- C. Conduct regular training sessions throughout the year and encourage participation based on participants' age, level of interest, and availability;
- D. Establish a general training plan based on the Cross Country Canada (CCC) Long-Term Athlete Development (LTAD) model to address: fitness, technique development (skate and classic), sprinting, dry-land & on-snow training activities, racing, maintaining a training/activity log, goal setting, psychological preparations, games, etc.;
- E. Store, maintain and track loans of club owned racing related equipment such as roller skis and timing equipment, etc.;
- F. Organize and help provide on-site race coaching and ski preparation support to groups of club racers participating at local and regional races;
- A. Encourage racer participation in various club activities and attempt to raise the profile of, and appreciation for, racing within the club by: being a visible presence in the club;
- G. Attend regular club Executive & sub-committee meetings as activities, requirements and interest dictate and respond to various administrative requirements for club;

- H. Act as club liaison with the High Performance Committee of the National Capital District (NCD) of Cross Country Ontario for racing and race training related issues, events and activities in the region;
- I. Support the planning and running of the various club ski races, fund raising and other club profile raising events held throughout the year.

II. Specific Tasks

March to May

- B. Determine level of coach/training support that will be available for the following year, which coaches and or adult volunteers will be involved, when and how frequently they will be available, and decide whether and when to advertise the summer program;
- C. Schedule an information meeting in May and send out a notification to past participants for experienced athletes who want to train through the summer, to establish/communicate goals, identify common training needs and schedule common training times & locations;
- D. Identify the preferred means of training feedback for these athletes. In the past this has involved: face-to-face meetings, telephone, email and iLOG (internet based training log);
- E. Set up annualized training plans for all participating athletes based on individual discussion and feedback, LTAD guidelines and including potential races based on historical information on when races are held;

June to August

- F. Provide coaching support throughout the summer as planned/required by running training sessions and reviewing individual training activities through face-to-face meetings, telephone, email and iLOG;

- G. Develop weekly lesson plans with the athletes based on their place within the LTAD model, their overall training plan and their level of non-ski specific 'outside' activities, addressing the various LTAD recommendations for ski training including: strength, speed, cardio fitness, technique, distance, sprinting, flexibility, roller-skiing, etc.;
- H. Try to involve different non-ski specific activities and games, particularly with younger athletes. Be flexible with the program schedule to respond to weather and snow conditions to keep activities safe and interesting;
- I. Try to personally attend and assist at, and encourage club athletes to attend, one or more of the various summer dry-land ski training camps and/or roller-ski time trials held over the summer and fall in the NCD or in each of the three other ski districts across Ontario;
- J. Determine when the 'Late Entry' training sessions, typically for younger athletes, will begin and advertise a nominal training schedule via the Club Program Coordinator by targeted emails and or on the club website;

September to November

- K. Receive information from the Club Registration Coordinator identifying who is registered in the racing program and compile group email and phone lists;
- L. Contact the athletes and their families and set up a group meeting to discuss the program, gather necessary additional information, set out additional requirements, car pooling, parental participation/support activities, discuss activities, equipment, training and race schedule and costs, etc.;
- M. Establish ongoing email communication with athlete participants and their families to address program administration and weekly activities, location, technique, events, etc.;
- N. Run 'Late Entry' dry-land training sessions beginning in mid September and continuing until the Gatineau Park trails are skiable. Historically these sessions occur locally in the Kanata area on Tuesday and Thursday evenings and in the Gatineau Park on Saturday and/or Sunday Mornings;

- O. Try to integrate group training sessions with older athlete training sessions at locations in and outside of Kanata such as the Greenbelt cycle trails including Watts Creek Trail, Walter Baker Park, Beaver Pond, RFP (Riverfront Park) and the Gatineau Park, etc.;
- P. Try to determine how hard each athlete can train/ race and try to help them establish goals that are both achievable and challenging so that they can extend their abilities on skis, experience personal bests and feel a level of accomplishment and satisfaction as the season progresses;
- Q. In anticipation of the arrival of snow encourage all skiers to acquire 'Rock' skis to use while ski conditions are sub-optimal, in order to begin on-snow training as early as possible;

November to March

- R. Upon arrival of skiable snow, establish group on-snow training sessions, car pooling schedule for weeknight and weekend sessions and try to coordinate the locations and timing of activities for the older & younger racing groups;
- S. Adapt weekly training plans to focus on different aspects of skiing: technique, strength, speed, distance, sprinting snow conditions being flexible with weather and snow conditions as necessary;
- T. Conduct informal sprint and medium distance time trials on a regular basis during the training season, both on dry land and on snow;
- U. Based on review of athlete training logs and personal observation, provide regular one-on-one feedback to assist the athletes in assessing their progress toward achieving the goals they were encouraged to establish at the start of their training;
- V. Prior to races coordinate participants' transportation, accommodation & meals (when required), other parent volunteers, equipment, schedule, etc.;

- W. At races, attend the Coaches Meetings prior to each day of competition, arrange to provide or ensure athlete transportation, ski preparation, bib pickup and in-race feeding and support has been arranged for.

III. Qualifications for Racing Coordinator

- A. Does not have to be an active ski racer or a former ski racer, but it is a preferred prerequisite. The incumbent must be passionate about skiing however;
- B. Must be reasonably competent in skiing and knowledgeable of racing skills including: Classic, Skate, touring, sprinting and racing. If one individual is not competent in all areas listed above, there must be an assistant coach with adequate skills such that between the two, they cover all areas of competency;
- C. Must have an NCCP Community Coach Certification, or equivalent, in cross Country skiing and be willing to pursue higher coaching certification;
- D. Must become familiar with FIS and Cross Country Canada (CCC) racing and coaching policies and procedures available through links on the CCC website;
- E. Be reasonably knowledgeable about ski waxes and competent in waxing skis and be prepared to assist in the preparation of skis with optimal wax application for racing;
- F. Be willing to study coaching and racing related information sources in order to continuously improve one's own technical skills and knowledge related to Nordic ski racing and be willing to impart those skills to athletes and other coaches and volunteers;

Mike Duivenvoorden (date unknown)

Key Responsibility:

Implement Youth Racer Development at Kanata Nordic Ski Club targeted at mini-midget and midget age Racers (Nominally 10 - 13 years old). Based on the Long Term Athlete Development Model encourage and promote training and racing in the age category indicated. Generally this is in the Learning to Training stage, leading into the Training to Train stage. Coaching to include: dryland training for strength and aerobic fitness, on-snow technique work (skate and classic), on-snow training, introduction to racing and race preparation, maintaining a

training log, setting goals, establishing personal responsibility for training and race preparation. encourage racer and racer family participation in volunteer and club activities.

Specific Tasks:

- ▶ Work with registration coordinator to sort out who is registered in y-racer programs and compile group email and phone lists
- ▶ Establish available coaching time and other coaching resources
- ▶ Develop a Y-Racer season plan and preliminary schedule for dryland training and on-snow component
- ▶ Develop a race schedule and update as required, recommend races to specific athletes to provide a challenge and yet encourage some level of success
- ▶ Ongoing email communication with families wrt to administrative matters related to the program's weekly implementation (location, technique, registration for events etc)
- ▶ Implement a fall dryland program starting in September continuing till snow arrives in a variety of locations throughout Kanata, Ottawa & Gatineau Park
- ▶ Establish an interest and commitment level for summer and fall dryland.
- ▶ Coordinate with Racer coach and Track Attack coordinator for potential program overlap.
- ▶ Upon arrival of snow, coach weeknight evening and Saturday sessions
- ▶ Continuously upgrade own technical skills and developing strategies to impart those skills to children
- ▶ Develop a weekly lesson plan, focusing on different aspects of skiing: technique, distance, fitness etc. and assist with preparation of a program for independent training
- ▶ Establish commitment, skill, and fitness level of each athlete and encourage athletes to participate in programs best suited to them.
- ▶ Implement ongoing sprint and medium distance time trials
- ▶ Lead outings to Gatineau Park and other locales
- ▶ Implementing and motivating kids to participate in an incentive and goal setting program, monitor and encourage progress
- ▶ Encourage and assist with pre-race preparation in terms of skiing the course, ski preparation, diet etc.
- ▶ Provide race support on day of races
- ▶ Review results and discuss with athlete

Qualifications for y-racer coach:

- ▶ Must be passionate about skiing

- ▶ Should be reasonably competent in wide cross sections of skiing skills: Classic, Skate, touring, sprinting, racing (if not, must have an assistant such that between the two, they cover all areas of competency)
- ▶ Have Cross Country Learning to Train Coach Certification
- ▶ Participate in ongoing coaching development
- ▶ Be reasonably competent in waxing so that he/she can assist kids with optimal wax application for sessions as well as for racing

Trails Coordinator | by Pat Kirkham, updated by Gene Vigneron

Gene Vigneron (2019)

Executive representation of Trails department, oversight and planning of all trails related club activities.

1. Identification of trail development needs and opportunities
2. Communication with, and obtaining necessary notifications/ approvals from NCC/ WCP, City of Ottawa, CN rail for any proposed improvements.
3. Representation of Trails department in communication with WCP, NCC, City of Ottawa and all outside organizations
4. Review /signing all related agreements
5. Strategic planning for trails needs of KN
6. Oversight of all lead positions, resource for lead positions
7. Execution of unfilled lead positions.
8. Establishes a budget for Trails and equipment maintenance, tracks and approves expenditures
9. Coordinates with Executive and Treasurer re: capital expenditures for equipment.
10. Tracks equipment and related inventory annually
11. Prepares Trails reports monthly and annually (for AGM)
12. Coordinates and confirms licensing and insurance for equipment and operators.

Under the Trails Coordinator are several non-Executive lead positions, as follows. All report to the Trails Coordinator unless noted otherwise.

Equipment Lead

Coordinate and perform routine maintenance on all grooming equipment. Can be lead of a team of volunteers as required. Evaluate and arrange purchase of new or replacement equipment.

1. Requires access to a vehicle with hitch capable of towing equipment on club trailer, and mechanical aptitude
2. Plan and coordinate or execute routine scheduled maintenance on snowmachines (at local dealer/ repair shop)
3. Coordinate repair of equipment at times of breakdown
4. Plan for routine replacement of machines at end of life
5. Evaluate club needs regarding grooming or snowmachine succession/replacement
6. Coordinate required customization of new snowmachines to function with our grooming equipment
7. Plan for seasonal storage of vehicles if required in storage facility at dealer etc.
8. Documentation of expenses and submission for reimbursement to Trails coordinator
9. Manage the budget provided for these activities.

Trail Maintenance Lead

Planning and organizing trail maintenance, fall set up and spring clean up.

1. Trail surveys in summer and fall for identification of trails maintenance needs
2. Input from groomers and program leaders to identify trails maintenance needs, problem areas and possible solutions
3. Planning for fall trail maintenance days and volunteer recruitment with volunteer coordinator
4. Obtaining/renting necessary trail clearing equipment
5. Coordination/placement of wooden stakes for open area trail marking, and snowfencing
6. Fabrication and placement of temporary "bridges" or culverts as needed over known gulleys/drainage areas
7. Exploring possible permanent solutions for problem areas - i.e. culverts or similar.
8. Coordinating with WCP for any significant work, grass cutting needs, etc.
9. Coordinate with KN Pretzel Race Lead in the fall re Sprint course needs, implementation for the race, and act as " Chief of Stadium" for the race
10. Address any ski season trails maintenance issues as they arise - downed trees, trimming, etc.
11. Plan for spring clean up days - trails marker/post/snowfencing removal, equipment storage, barrier placement in campground trails, TCT trail, NCC access points
12. Manage the budget provided for these activities.

Snowshoe Lead

Development, marking, grooming and promotion of a snowshoe trail system to complement the ski trail system.

1. Develop a snowshoe trail system which provides an optimal snowshoe experience, while complementing the existing and planned ski trails, and minimizing traffic on ski trails; to be developed in conjunction with a trails representative.
2. Prepare the snowshoe trails with trimming of small brush/branches as needed initially and on an annual basis for maintenance
3. Notation of the snowshoe system on the KN ski map and/ or develop a separate snowshoe map of the site (with help of KN mapping resources)
4. Design, order/fabricate and install snowshoe trail markers, and large clear markers at the snowshoe trail entrance points from the 401 and 411 Corkstown access points and NCC P3 entrance point.
5. Plan and organize a snowshoe trail grooming crew to walk the trail after each significant snowfall to encourage the use of the existing snowshoe trail network.
6. Possible development of snowshoe related activities, such as member group outing sessions, snowshoe nights (and nonmember use for a nominal fee). Use of KN website to promote and organize these activities.

7. Manage the budget provided for these activities.

Grooming Lead

Early Fall:

- Contact existing groomers to confirm availability, regular or fill in
- Obtain days of week and number of grooming sessions possible for each
- Contact/recruit new groomers as needed and get drivers licence number
- Review safety document and adjust as needed
- Review 'New Groomer Orientation' list and adjust as needed
- Coordinate with Trails coordinator to review any trail changes for year
- Coordinate with Racing coordinator to obtain Pretzel race course/set up.

Prior to Snowfall:

- Send groomer/drivers list and drivers licence number to treasurer for insurance
- Create grooming schedule for winter and send out
- Review Google Sheets document (copy last years) and adjust as needed for season
- Arrange new groomer orientation sessions
- Review of safety document by new groomers
- Onsite equipment session
- Onsite grooming tag team (2-3)

During Ski Season:

- Send weekly email to all groomers re: weather and advice on grooming
- When snowfall expected send message to recruit rollers as needed
- Communicate with racing coach weekly re: trail conditions for Tues/Thurs training
- Send updates on mechanical issues as they arise and affect machine availability
- Encourage website conditions updates, update as needed
- Plan for grooming for special events - Pretzel/ Snow Day/Loppet, etc.

Signage / Mapping Lead

Lead volunteer to coordinate Kanata Nordic site signage and mapping plus trail marking of the ski trail system.

Ongoing:

- Review and update of posted Kanata Nordic signage at trailhead and WCP entry points with appropriate signage, warnings
- Maintain catalog of all signage in electronic format with locations designated on a sitemap.

Fall:

- Annual review of KN trail map, liaise with cartographer and trails coordinator and snowshoe lead to make required changes
- Design and ordering of signage as needed (bilingual with appropriate logos)
- Placement of seasonal KN trails signage on Trans Canada Trail, NCC land, campground area and equestrian area in the fall; updated trails maps in boxes
- Placement of any new trails / snowshoe signage in coordination with Trails Coordinator
- Coordination with Facilities Coordinator for updating and placement of trailhead signage at both sites
- Survey of existing KN signage in the fall to check for maintenance items, vandalism
- Associated signage needs for Registration and Ski Swap.

Ski Season:

- Plan and install signage needs for special events : Pretzel Race and Snow Day
- Repair/troubleshooting signage as season progresses.

Spring:

- Removal of seasonal KN trails and facilities signage on WCP property, TCT, NCC land and storage.

Mike Duivenvoorden & Pat Kirkham (2009)

Roles and Responsibilities:

- Establishes a budget for trails & equipment maintenance.
- Tracks and approves expenditures relative approved budget.
- Tracks equipment and related inventory.
- Arranges for equipment storage, as required.
- Arranges for regular equipment maintenance and transportation as required.
- Coordinates volunteers and/or contractors for trail maintenance.
- Coordinates fall trail clean-up and maintenance.
- Coordinates installation of signage in fall and removal in spring.
- Coordinates development of new trails and/or trail improvements.
- Coordinates and schedules trail grooming by volunteers and/or contractors.
- Arranges to have trail conditions posted.
- Advises program coordinators regarding trail conditions during or near inclement weather.
- Prepares and/or renews agreements with YMCA, City of Ottawa, NCC, OMCA and grooming contractor(s).
- Periodically inspects trail system to insure grooming maintenance meets standards

and/or requirements.

- Prepares annual report.
- Liaises with NCC, City and YMCA representatives through the season.
- Arranges for training of equipment operators. Develops training program including safety orientation.
- Coordinates/confirms licensing and insurance for equipment.
- Establishes reserve fund planning for future equipment upgrades and/or replacement.

Facilities Coordinator | *by John Clarke (2019)*

Planning items for Late Summer / Early Sept

- Determine from WCP the date that we are cleared to move into Chalet, and that small cabin at 401 will be available for use.
- Onsite meeting with Trails coordinator and WCP rep to delineate the parking/ ski access trail in the chalet area.
- Development of facilities set-up date and clean-up date for volunteer recruitment for KN calendar, and notification of WCP of dates.
- Coordinate with Pretzel lead re Pretzel planning meeting dates, facilities requirements.
- Communication with mapping rep re any proposed changes in chalet area/ parking for representation on ski trail map.
- Communication with Jackrabbit coordinator to determine if any new facilities items required for the year in the chalet (eg tables/ chairs and misc interior items,)
- Meeting / Coordination with ski swap lead as necessary re any facility items needed for ski swap (ski racks, signage,)
- Communication with lighting volunteer for him to set up exterior lighting (any date after chalet is handed over to us)
- Communication/ recruitment of Parking volunteer to lead parking group for season.
- Communication with treasurer / Recruitment for trail fee removal system/ schedule from cashboxes.
- Determination re gate opening/ closure for season and chalet opening/ closing (Ideally WCP staff to do so on all days)
- Review Signage for Facility areas (chalet, trailhead, 411 parking, small cabin at 401) for any necessary changes. Need dedicated KN signage volunteer.
- Coordinate with Trails/ equipment maintenance lead if any storage structures are required for planning.
- Recruit a few helpers for facilities team as needed.

Late Fall

- Confirm Port a potty locations/ dates and contact company to arrange - 2 accessible pot- ties at 411, 1 regular one at 401.
- Ask WCP staff to move trailhead for 411 - Rob Wright or Randy Harquail at WCP. Gen- erally done anytime after the campground closes.
- Firewood - need to order and coordinate delivery. (can be stacked on facility set up day)
- Execute the facilities set up day - volunteer recruitment 1-2 weeks prior, and specific items as per set-up document:
- Help with any storage structures if needed. (Auto tent etc)
- Install parking signs around lower lot once WCP installs T-posts for Magic of Lights (MoL).

During Ski Season

- Regular chalet facilities issues - sand for ice, walk shoveling post snow, trash removal.
- Ensure rapid MoL takedown near chalet and pod 3
- Change parking signage at 411 re closing times once MoL is done
- Troubleshoot any issues surrounding parking, gate access and cash collection.
- Ensure trailheads have adequate trail passes and maps.
- Plan the spring clean up date and recruit helpers.

Spring

- Execute the spring facilities clean-up date (See separate Spring clean - up Document)
- Determine if any new capital expenses and prepare budget for following year.
- Prepare/Present annual report to AGM.

Volunteer Coordinator | *Draft - incomplete*

Context:

Kanata Nordic is a not-for-profit corporation, which relies entirely on volunteers to fulfill all functions and responsibilities of a cross-country ski club. Even if we engage the services of a paid coach at some point in the future, the Club will still be dependent on volunteers for the vast majority of the club functions.

Examples of Volunteer Roles Required:

- *Instructors and leaders for all the ski programs including: Bunnyrabbits, Jackrabbits, Track Attack, Challenge, Races, Youth Racers, Adult Novice and Intermediate.*
- *Other regular positions include:*
 - Serving on the Club Executive
 - First aid,
 - Hot chocolate
 - Parking
 - Trail maintenance (brushing and grooming)
 - Club barbecue volunteers
- *In addition there are positions which arise on an as needed basis such as:*
 - All roles associated with the Pretzel Race
 - All roles associated with the NCD fall dry land training program
 - Assisting with related programs such as Para Nordic skiers, which could include drivers and guides on the trails.
 - And other positions as they arise

While the overall role may be described as coordination of the volunteers at Kanata Nordic, this may be further subdivided into specific duties as listed below. (This is not intended as a comprehensive list but a basic start, which the Executive may elaborate upon.)

Overview of Duties of Volunteer Coordinator:

- 1) Publicize the benefits of serving as a volunteer for Kanata Nordic
- 2) Encourage members to volunteer by whatever means possible
- 3) Maintain and update a contact list for volunteers and their areas of interest
- 4) Contact these volunteers as needed and assign them to positions as needed
- 5) Ongoing monitor of the volunteer tasks which are required: i.e. organizing trail brushing parties, early on in the fall, organizing the volunteers for the Pretzel race early on.
- 6) Responding quickly to short term requests for volunteers, i.e. Jackrabbit leader is ill so need a replacement.
- 7) Generate draft policy to guide volunteers after being vetted by the Executive.
- 8) Succession planning for the Executive and any of the other volunteer position

Season Opener Checklist | *Marlene Alt (2019)*

The following is a first draft.

ORGANIZATIONAL

1. Do budget
2. Set membership and program prices
3. Set special pricing (NCSSAA, cadets, corporate bulk discounts, etc.)
4. Contract coach
5. Meet with WCP for logistics like 411 gate locking/unlocking, use of cabins, event dates, etc. plus get their construction updates
6. Renew license agreement with WCP, if needed
7. Connect with Forest and Nature School or Child and Nature Alliance
8. Renew sponsorships, such as the Trailblazer one with Fresh Air Experience

FACILITIES

1. Install trailhead: signage, cashbox, sign-in book and pencils
2. Order day pass stickers
3. Order membership passes
4. Update maps on the trails and online at the same time
5. Order porta-potties
6. Get keys for chalet, washrooms, etc. from WCP

PROMOTIONS

1. Website
2. Newsletter schedule
3. Promotions calendar; target publications, events, etc.
4. Create calendar of events for the year, to be ready before registration opens
5. Order member passes and day passes

PROGRAMS

1. Write program descriptions

Corporate Bylaws and Letters Patent | *Marlene Alt (2019)*

The corporate bylaws (current and earlier versions) are kept in [this folder on Dropbox](#). All current Executive members have access to this folder. A copy of the current bylaws are available to the public on the [Kanata Nordic website](#).

A scanned version of our [letters patent](#) is on Dropbox. The location of the original is unknown, but likely one of the original directors named on it has that: Steve Howard, Harris Kirby, Ian Maclaren, Richard Batty, Mike Duivenvoorden.

Wesley Clover Parks Partnership | *Marlene Alt (2019)*

The club's relationship with Wesley Clover Parks has gone through several iterations to date.

It began in October 2012 when Marlene Alt reached out to the Wesley Clover Foundation about the possibility of Kanata Nordic becoming the resident ski club at the proposed new facility. At that time the Foundation had yet to submit a formal proposal to the NCC to take over the equestrian facility and campground. A [expression of intent](#) captures this first interaction.

The club then struck an ad-hoc committee, made up of Marlene Alt, Mike Duivenvoorden, Ian Maclaren and Richard Batty, to craft a business plan. With Marlene taking the lead, the plan was developed with approval from the full Executive. Titled "Wesley Clover Parks Nordic Ski Centre: A Premier Cross-Country Ski Facility", it was presented to Wesley Clover Foundation in October 2014. A copy of [this plan](#) is available on Dropbox. All Executive members should be familiar with it. Although the details have evolved since the plan was created, the spirit and vision are largely the same.

The first legal document governing the partnership was a [Hold Harmless Agreement](#), which was readily put in place in December 2014 to enable the club to pilot some operations at the new facility that winter, while retaining its primary location at the Bonnenfant Centre. That was followed up by a [Memorandum of Understanding](#), which took several more months to finalize.

As of this writing, the partnership is governed by a 10-year [License Agreement](#) (expiring August 31, 2025). It should be noted that this agreement is a baseline and that in reality WCP has provided many services beyond what they are obligated to provide. An amicable working relationship between our two organizations has been of significant benefit to the ski club.

AGM Preparation and Follow-up | *Marlene Alt (2019)*

The following is a first draft.

Before AGM

- AGM notice must be posted and/or sent to members at least 2 weeks prior to the meeting
- Update website (the event and [Governance](#) page) with agenda and draft minutes from previous AGM
- Also invite City of Ottawa, NCC, WCP, sponsors, XCSO, city councillors, MPs, MPPs, etc.
- Prepare a consolidated presentation for AGM; send a template and outline to the Exec members who'll be presenting
- Budget for refreshments during or afterwards?

After AGM

- Update website (About -> [Governance](#) page) with agenda and draft minutes from previous AGM
- Remove departed members from Dropbox access and add new ones
- Update Exec contact list (Secretary owns this)
- Forward @kanatanordic.ca email addresses to new people (cPanel)
- Update website (About -> [Club Executive](#) page) with new names
- Send orientation materials to new members: current strategic plan, this corporate manual, etc. (a list should be created)
- Change bank signatories, if necessary
- Inform City, NCD, XCSO and Nordiq Canada of new Exec
- Notice of change (ON): <http://www.forms.ssb.gov.on.ca/mbs/ssb/forms/ssbforms.nsf/FormDetail?OpenForm&ACT=RDR&TAB=PROFILE&SRCH=1&ENV=WWE&TIT=no-tice+of+change&NO=007-07200>
- Last one filed: <https://www.dropbox.com/home/Kanata%20Nordic%20-%20Executive%20Business/Key%20Documents/Notice%20of%20change%20of%20directors?preview=Notice+of+Change+2018.pdf>

- ☐ To update list of directors with CRA send AGM minutes or to change address call 1-800-959-5525 <https://www.canada.ca/en/revenue-agency/services/tax/businesses/topics/changes-your-business/change-owner-partners-directors.html>